

2014 Baker's Dozen Customer Satisfaction Ratings: Recruitment Process Outsourcing

By The Editors

HRO Today's Baker's Dozen rankings are based solely on feedback from buyers of the rated services; the rankings 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.

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 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.

1. Cielo

Website: www.cielotalent.com

Cielo is the world's leading provider of global talent acquisition and management solutions. In May 2014, the company rebranded to reflect the successful integration of U.S.-based Pinstripe, Inc. and UK-based Ochre House, which combined to become the largest independent provider of strategic recruitment process outsourcing (RPO), search solutions, and talent consulting services worldwide. Cielo leverages its global scale, customized, innovative solutions and entrepreneurial agility to help clients achieve sustained people advantage and outstanding business outcomes. Cielo's global presence includes more than 1,100 employees, serving more than 90 clients across 57 countries in 26 languages. Cielo knows talent is rising—and with it, an organization's opportunity to rise above.

Services:

- Enterprise, co-sourcing, and project recruitment process outsourcing
- Strategic search solutions
- Employer branding
- Talent consulting
- Workforce planning
- Resource management
- 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
- Executive search

Important client metrics:

- Quality of hire
- Stakeholder satisfaction
- Diversity
- Cycle time
- Source of hire
- Candidate acceptance ratio
- Interview-to-offer ratio
- Recruiting efficiency ratio

2. Alexander Mann Solutions

Website: www.alexandermansolutions.com

Alexander Mann Solutions is the world's leading provider of talent acquisition and management services. We integrate our outsourcing capability and consulting expertise to enable organizations to attract, engage, and retain top talent.

Every day, we partner with clients from a wide range of industries to deliver innovative and impactful talent acquisition and integrated talent management solutions in over 80 countries around the world.

With a staff of over 2,300 specialists, we are uniquely placed to support the thinking behind, and delivery of your talent strategy. We deliver our solutions across the full talent lifecycle—from school leavers and graduates, experienced professionals, middle managers and executives, to board members and C-suite appointments, and, both permanent and contingent labor. All solutions are customized to meet your individual needs and objectives.

We have deep global industry expertise in a range of sectors, specifically retail and financial services; investment banking and professional services; technology and media; defense, engineering, and manufacturing; energy; and healthcare and life sciences.

Services:

- Integrated recruitment process outsourcing (RPO)
- Recruitment process outsourcing (RPO)
- Contingent workforce solutions (CWS)
- Resourcing augmentation
- SourceCloud™
- Employer brand management services
- Emerging talent
- Executive talent
- Outplacement and redeployment

Consulting:

- Operations and technology consulting
- Assessment consulting

- Diversity consulting
- Strategic workforce planning
- Workforce analytics
- Supply chain consulting
- Brand and creative consulting

Important client metrics:

- Effectiveness and quality of hire: retention; short-term attrition; performance in role; gender diversity; stakeholder experience; and brand attractiveness
- Efficiency: time to hire; cost per hire; sourcing efficiency; reducing process delay; and reducing over-processing
- Experience of candidates

3. Seven Step RPO

Website: www.sevensteprpo.com

Seven Step RPO is a global recruitment process outsourcing (RPO) firm based in Boston, MA. We provide large-scale sourcing and recruiting services using a team-based outsourcing model. Our clients are companies that hire between 100 and 10,000 people a year.

At Seven Step, we know how critical it is to attract top talent to your organization. That's why we've built our entire RPO business around one single focus: to get you the right talent at the right time. We excel at conquering your hardest-to-fill positions while navigating through all your unique recruiting obstacles. Demand more from an RPO provider. Seven Step RPO thrives to meet your challenge.

Services:

- Global RPO
- Enterprise RPO
- Project RPO
- Recruiting analytics
- Employment branding
- Strategic sourcing
- Change management

Important client metrics:

- Retention
- Quality of hire
- Time-to-fill rate
- Submits-to-hire ratio

4. 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.

Services:

- Proprietary ATS technology
- Employment brand development
- Advertising
- Sourcing
- Screening
- Interview scheduling
- On-site assistance
- Pre-employment verifications
- Offer administration
- Onboarding coordination

• New hire care

- Requisition management
- Workforce planning
- Survey administration
- Employee retention services
- Exit interviews
- Contract recruiter services
- Business intelligence reporting
- Contingent staffing
- Pay rolling services
- Managed service provider services

Important client metrics:

- Time to fill
- Time-to-present slate
- Fill rate
- Candidate quality
- Candidate diversity
- 90-day attrition
- Measurement of various key business outcomes

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 permanent, contingent, and freelance workforce. Key offerings include integrated talent solutions, recruitment process outsourcing (RPO), managed services provider (MSP) programs, and payrolling & independent contractor solutions (PICS).

We successfully entered the business process outsourcing marketplace in 1989 and formally entered the RPO market more than a decade ago, becoming one of the preeminent RPO providers in the world. As part of the Randstad Holding nv family of companies, we are the second largest RPO solutions company in the world, with revenues of \$22 billion USD. Our global footprint includes offices in 39 countries, and with a connected network of nine shared services centers, Randstad Sourceright provides flexible, efficient, and cost-effective delivery for client requirements across more than 70 countries.

Services:

- *Integrated talent solutions:* holistic management of talent acquisition, encompassing traditional employees, contingent workforce suppliers, and free agents, and drawing on blended delivery and management of RPO, MSP, and contingent workforce services.
- *Recruitment process outsourcing (RPO):* a global recruitment solution to optimize candidate quality, control costs, and deliver measurable results in performance and business impact.
- *Managed services provider (MSP):* a solution to improve engagement and management of the contingent and free agent workforce and suppliers, increasing quality, reducing costs, and supporting core business goals.

- *Payrolling and independent contractor solutions:* enhance the engagement of free agent talent by improving access, containing costs, and mitigating compliance risks. Services include independent contractor risk assessment services, independent contractor compliance management (ICCM), and professional payrolling.
- *Integrated talent advisory services:* supporting all of our solutions with deep expertise in workforce planning, strategic sourcing, employer branding, talent engagement and community management, diversity consulting, assessment, and analytics.

Important client metrics:

- Speed-to-hire
- Responsiveness
- Customer satisfaction
- Candidate quality (ratio of candidates submitted to candidates interviewed)
- Candidate satisfaction
- Diversity of candidate slate
- Offer letter accuracy/timeliness
- Fill rates
- Invoicing accuracy/timeliness
- Data/reporting accuracy
- Talent engagement & retention

6. WilsonHCG

Website: www.wilsonhcg.com

WilsonHCG is a top global recruitment process outsourcing (RPO) and human capital consulting provider that operates on the principle of providing true partnership to its clients. Creating scalable and customizable human capital solutions, the company is revolutionizing the recruitment process and bringing innovation to the industry. Founded in 2002, the company's global headquarters is located in Tampa, Florida, and the EMEA headquarters is located in London. Its global capabilities span five continents and more than 25 countries. While maximizing clients' talent acquisition processes is essential, WilsonHCG recognizes the relationships it develops lead to the results its clients realize. Better People, Better Business.®

Services:

- Recruitment process outsourcing
- Human capital consulting
- Managed services provider (MSP)

Important client metrics:

- Speed
- Quality
- Cost reduction
- Compliance
- Effectiveness

7. Pontoon

Website: www.pontoonsolutions.com

Pontoon is the worldwide leader in workforce solutions, offering total talent acquisition and management services that bring greater value to our CWS and RPO clients. We provide true workforce planning through both contingent and permanent industry expertise. Pontoon, a division of Adecco, 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, onboarding, and offer management. We also specialize in university and campus recruitment programs supporting 59 countries. Pontoon 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.

Services:

- Research and sourcing
- Workforce analytics and supply and demand planning
- Talent acquisition process design, redesign, and optimization
- Culture and value 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

Important client metrics:

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

8. International Business Machines Corporation (IBM)

Website: www.ibm.com

IBM is a global technology and innovation company headquartered in Armonk, NY. It is the largest technology and consulting employer in the world, with more than 400,000 employees serving clients in 170 countries. IBM offers a wide range of technology and consulting services; a broad portfolio of middleware for collaboration, predictive analytics, software development and systems management; and the world's most advanced servers and supercomputers. Utilizing its business consulting, technology and R&D expertise, IBM helps clients become "smarter" as the planet becomes more digitally interconnected.

Services:

- Customized solutions
- Project-based RPO
- Long-term solutions
- End-to-end delivery
- Employment branding
- Sourcing

- Global RPO
- Centers of excellence
- Applicant tracking systems

Important client metrics:

- Time-to-fill rate
- Quality of candidate slate
- Submit-to-interview rate
- Interview-to-offer rate
- Offer acceptance rate
- Diversity of candidate slate
- Hiring manager satisfaction
- Candidate satisfaction

9. Resource Solutions

Website: www.resourcesolutions.com

Resource Solutions delivers recruitment process outsourcing (RPO) and managed service provider (MSP) solutions across the globe, and is recognized as an international market leader. We build long-term, high quality relationships with our clients and candidates, while continuously enhancing our services. As part of the Robert Walters Group, with a global network of 53 offices in 24 countries, Resource Solutions designs and deploys tailored outsourced solutions for 46 clients worldwide, operating within 40 countries.

Established in 1997, Resource Solutions has a client portfolio spanning small- to medium-size enterprises and major blue-chip companies including HSBC, Barclays, Visa Europe, Deutsche Bank, Warner Brothers, KPMG, Colt Technologies, Xerox, Nomura, and JP Morgan Chase. Our teams manage an extensive client recruitment budget of £1.5 billion, hiring in excess of 17,500 candidates globally, attracting and engaging the highest quality candidates throughout the UK, Europe, Africa, Asia and North America. We ensure a high quality and efficient recruitment solution by adopting some of the best recruitment tools available and continually developing our proprietary global recruitment technology, talentsource.

Resource Solutions works in partnership with clients to design and deploy bespoke tailored outsourced solutions. We do not follow a one-size-fits-all approach, rather we ensure each solution is tailored to our client's individual needs and requirements. We work closely with our clients to develop an in-depth understanding of their business strategy. Our solutions focus not only on short-term needs, but longer-term business requirements.

Services:

RPO

- Analysis of existing process
- Recruitment strategy and design
- Campaign management
- Supply chain management
- Vendor management
- Internal mobility programmes
- RPO implementation
- Graduate, intern, and campus
- Technology implementation
- PSL rationalisation
- Management information
- Transition plan
- Pre-employment screening

- Salary benchmarking
 - Referral programmes
 - Learning & development
 - Internal mobility
- MSP*
- Discovery audit
 - Attraction and retention strategies
 - Rehousing
 - Referral programs
 - Vendor management
 - Invoicing, including single bill, reverse bill, and agency payment
 - Contract generation
 - Onboarding and off-boarding
 - Rate card benchmarking

- PSL rationalization
- Third-party consultancy management
- Assessment centers
- Timesheet management
- Contractor surgeries
- Payroll
- Pre-employment screening

Important client metrics:

- Quality
- Cost savings
- Efficiency
- Innovation

10. Allegis Global Solutions

Website: www.allegisglobalsolutions.com

Allegis Global Solutions provides human capital and workforce management solutions to customers in a wide range of industries globally. Allegis Global Solutions offerings include managed services provider (MSP) programs, recruitment process outsourcing (RPO), and advisory services.

Services:

MSP

- Services procurement management
- Payroll
- 1099
- IC services

RPO

- Full-life cycle recruitment support
- Internal candidate management
- Employee referral program development

- Digital recruiting
- Social media strategy development

Advisory Services

- Talent attraction strategy development
- Human capital consulting
- Workforce optimization
- Business analytics

Important client metrics:

- Manager satisfaction
- Bill rate management
- Diversity spend
- Cycle time
- Invoicing accuracy
- Failure to start
- Fill ratio

11. Advantage xPO

Website: www.advantagexpo.com

Advantage xPO® is a division of Advantage Resourcing®, one of the largest staffing firms 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. A trusted partner to leading organizations seeking world-class strategic workforce solutions, Advantage xPO was recognized in both MSP and RPO categories in *HRO Today's Baker's Dozen*. To learn more about our integrated approach to strategic workforce management, visit us at www.advantagexpo.com

Services:

RPO

- Full-cycle RPO
- Partial-cycle RPO
- Project based/turntime hires

MSP

- Solution consulting
- Program and supplier management
- Independent contractor/1099 compliance
- Payrolling

Strategic workforce planning

- Talent strategy partner
- Market research and competitor intel
- Talent composition recommendations (temp. vs. perm)

Business process outsourcing

- Exclusive transfer of non-core functional work
- Complete oversight of recruitment administration activities managed by SLAs
- Manufacturing and distribution process outsourcing

Important client metrics:

- Time to fill
- Hiring manager satisfaction
- Interview to hire ratio
- Attrition
- Cost savings

12. Futurestep

Website: www.futurestep.com

Futurestep is the global industry leader in high-impact talent acquisition solutions, offering fully customized, flexible strategies to help organizations meet specific recruitment needs. Our clients turn to us for proven expertise, a global process and infrastructure, proprietary competency models, innovative sourcing strategies, and a unique approach to measure and optimize business impact. As a Korn Ferry company, Futurestep can meet a variety of talent acquisition requirements. From a global and regional RPO and project recruitment, to individual professional search and consulting, our solutions apply a truly world-class capability to deliver talent with impact. Futurestep brings the experience, intellectual property, and global reach to identify, attract and retain the people who drive business success.

Services:

- RPO
- Project recruitment
- Search
- Talent acquisition advisory
- Recruitment technology
- Employer brand

Important client metrics:

- Quality of hire
- Cost per hire
- Time to source, process, and offer extend
- Pipeline quality
- Diversity metrics
- Sourcing metrics
- Class hiring attainment
- Manager and candidate satisfaction

13. Hudson RPO

Website: www.hudsonrpo.com

Hudson RPO specializes in recruiting professional-level candidates for mid- to large-cap multi-national corporations in select industries. Hudson RPO offers a wide range of recruitment process outsourcing services including outsourced recruitment; custom blended RPO/MSP solutions; project recruitment; contingent workforce solutions; and consulting services. A global force in talent acquisition solutions, Hudson RPO designs, implements, and manages custom RPO programs.

Services:

- Full-service RPO
- Recruitment projects
- Blended RPO
- Contingent workforce solutions
- Consulting services
- Branding and sourcing innovation

Important client metrics:

- Time to fill
- Cost per hire
- Diversity
- Number of resumes to phone interviews ratio
- Phone interviews to hiring manager interviews ratio
- Hiring manager interviews to offers ratio
- Hiring manager satisfaction
- Candidate satisfaction
- Process compliance
- Sourcing analytics/recruitment source breakdown

Overall Enterprise RPO Leaders

Provider				Overall Score
1. Cielo (formerly Pinstripe & Ochre House)				642.48
2. Alexander Mann Solutions				640.60
3. Seven Step RPO				616.25
4. PeopleScout				591.37
5. Randstad Sourceright				587.80
6. WilsonHCG				512.18
7. Pontoon				509.26
8. International Business Machines Corporation (IBM)				504.30
9. Resource Solutions				499.54
10. Allegis Global Solutions				498.30
11. Advantage xPO				497.73
12. Futurestep				485.18
13. Hudson RPO				484.76

Breadth of Service Enterprise RPO Leaders

Provider				Breadth of Service
1. Cielo (formerly Pinstripe & Ochre House)				19.47
2. Alexander Mann Solutions				18.68
3. Resource Solutions				17.63
4. WilsonHCG				17.38
5. PeopleScout				17.35
6. Allegis Global Solutions				17.28
7. Futurestep				17.06
8. Seven Step RPO				16.55
9. Hudson RPO				16.53
10. Randstad Sourceright				16.33
11. Pontoon				16.33
12. International Business Machines Corporation (IBM)				16.27
13. Advantage xPO				15.57

Size of Deals Enterprise RPO Leaders

Provider				Size of Deals
1. Allegis Global Solutions				6.50
2. Alexander Mann Solutions				6.47
3. PeopleScout				6.18
4. Randstad Sourceright				6.17
5. Cielo (formerly Pinstripe & Ochre House)				5.47
6. Advantage xPO				5.21
7. Pontoon				5.17
8. Seven Step RPO				5.13
9. International Business Machines Corporation (IBM)				5.09
10. Futurestep				4.89
11. WilsonHCG				4.81
12. Hudson RPO				4.60
13. Resource Solutions				4.38

Quality of Service Enterprise RPO Leaders

Provider				Quality of Service
1. Cielo (formerly Pinstripe & Ochre House)				288.36
2. Alexander Mann Solutions				287.76
3. Seven Step RPO				278.35
4. PeopleScout				265.50
5. Randstad Sourceright				264.63
6. WilsonHCG				228.23
7. Pontoon				227.56
8. International Business Machines Corporation (IBM)				225.27
9. Advantage xPO				222.67
10. Resource Solutions				222.15
11. Allegis Global Solutions				221.13
12. Hudson RPO				215.92
13. Futurestep				215.60

EMEA Overall Leaders

Provider				Overall
1. Alexander Mann Solutions				640.26
2. Resource Solutions				537.88
3. Cielo (formerly Pinstripe & Ochre House)				532.77
4. Advantage xPO				490.60
5. Randstad Sourceright				473.35
6. WilsonHCG				437.85
7. Futurestep				389.56
8. International Business Machines Corporation (IBM)				372.48

APAC Overall Leaders

Provider				Overall
1. Alexander Mann Solutions				656.54
2. Resource Solutions				513.68
3. Randstad Sourceright				462.16
4. Hudson RPO				388.93
5. Futurestep				384.40
6. Career International				381.74

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Healthcare Market Leaders

Provider				Overall
1. Cielo (formerly Pinstripe & Ochre House)				440.16
2. AMN Healthcare				422.49
3. Hudson RPO				421.75
4. Seven Step RPO				418.22
5. Novotus				363.53



Mid-Tier or Specialty Market Leaders

Provider				Overall
1. Novotus				474.60
2. Kelly OCG				446.55
3. AMN Healthcare				418.87
4. Yoh				401.92
5. Aon Hewitt				390.45
6. Career International				390.11
7. Decision Toolbox				389.79
8. PrincetonOne				388.45
9. Accolo				367.02

1. Novotus

Website: www.Novotus.com

Novotus is an established recruitment process outsourcing organization equipped to solve talent acquisition needs from a single search, to project hiring or full outsourced recruiting. Novotus is a founding member of the RPOA.

Services:

- Recruitment process outsourcing
- Consulting
- Executive search
- Contract recruiting
- Temp staffing
- Contingent staffing

- Sourcing and candidate research
- Employment branding and recruitment marketing

Important client metrics:

- Time to submit first candidate
- Submittal-to-interview ratio

- Interview-to-hire ratio
- Time to fill
- Hiring manager satisfaction
- Recruiting cost ratio (RCR)

2. Kelly Outsourcing & Consulting Group (KellyOCG)

Website: www.kellyocg.com

Kelly 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.

KellyOCG is a global leader in innovative talent management solutions in the areas of RPO, BPO, CWO, human resources consulting, career transition, and organizational effectiveness, and executive search.

Services:

- | | | |
|--|---|---|
| <ul style="list-style-type: none"> • Recruitment process outsourcing (RPO) • Requisition development with hiring management • Sourcing • Screening • Interview scheduling • Requisition management (direct responsibility to hiring managers and direct communication with hiring managers) • Management of offer processes including offer presentation to prospective candidates and pre-employment requirements • Management of onboarding processes (i.e., I-9 form collection, benefit enrollment, provisioning coordination) | <ul style="list-style-type: none"> • Reporting and metrics for recruiting and talent acquisition • Strategic workforce planning • Employment brand development consulting and program management • Employment advertising budget coordination and advertisement strategy development • Advertisement creation and placement • Recruitment trends workshops • Recruitment research and industry/competitive trends analysis • LEAN consulting • Total workforce solutions (MSP, business process outsourcing, contingent or temporary hiring and/or RPO) • Direct hiring | <ul style="list-style-type: none"> • Employer value proposition • Career events • Talent supply chain management • Talent relationship management • Talent resourcing • Executive search <p>Important client metrics:</p> <ul style="list-style-type: none"> • Time to fill/cycle time/sub cycle time • Quality of hire • Candidate experience • Recruiter efficiency • Quality of hire • Customer satisfaction (HR, hiring manager, candidate) • Cost per hire |
|--|---|---|

3. AMN Healthcare

Website: www.amnhealthcare.com/recruitment-process-outsourcing

AMN Healthcare is the innovator in healthcare workforce solutions and staffing services to healthcare facilities across the nation. AMN RPO provides recruitment solutions that enable our clients to attract and acquire the highest quality candidates, before the competition, at the most appropriate cost. We do this by leveraging sourcing best practices, enabling technology, and optimizing the location and roles of our recruiting delivery team with exceptional process design.

Services:

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> • Requisition management • Sourcing and screening • Talent acquisition optimization • Social sourcing • Mobile RN and physician iPhone apps • Employer branding • Recruitment marketing • Clinical assessments • Workforce planning | <ul style="list-style-type: none"> • LEAN process consulting • Float pool consulting • ATS implementation and management • Data analysis and reporting • Interview scheduling and interview travel management • Offer management • Exit interviewing | <p>Important client metrics:</p> <ul style="list-style-type: none"> • Cost per hire • Time to fill • Interview to hire • Candidate acceptance ratio • Quality of hire and years of experience • Retention rates • Source of hire • Satisfaction surveys: hiring leader, candidate, and patient |
|---|---|---|

4. Yoh

Website: www.yoh.com

For over 70 years, Yoh has been one of the most trusted providers of highly-skilled professionals and talent-related services that customers and candidates choose first. We provide the talent needed for the jobs and projects critical to client success by delivering comprehensive workforce solutions that focus on aerospace and defense, engineering, government, healthcare, life sciences, information technology, and telecommunications. Yoh has quickly become a leader in innovative talent acquisition programs and the delivery of client-specific recruiting solutions. Yoh's blog, The Seamless Workforce (www.seamlessworkforce.com), provides ongoing coverage of HR issues, workforce trends, and advice for all users of recruitment process outsourcing and workforce solutions.

Founded in 1940, Yoh operates from 75 locations throughout North America and the U.K., and is headquartered in Philadelphia, PA. As a business unit of Day & Zimmermann, Yoh has a burgeoning global footprint, as our parent company operates from more than 150 worldwide locations.

Services:

- *Recruitment process outsourcing:* end-to-end, full-cycle RPO; short-term/project RPO; limited/point-of-service RPO; on-demand RPO; and workforce planning and consulting.
- *Contingent labor managed and outsourced solutions:* managed services provider (MSP); payroll services; independent contractor compliance;

statement of work (SOW); and vendor management system (VMS).

Important client metrics:

- Time to submit
- Time to fill
- Candidate quality
- Candidate and hiring manager satisfaction

- Cost per hire
- Interview to hire ratio
- Offer to acceptance ratio
- Diversity of slate
- Diversity of hire
- Source of hire (ROI)
- Sourcing effectiveness
- Attrition by source/recruiter

5. Aon Hewitt

Website: www.aonhewittrpo.com

Aon Hewitt's RPO solution offers clients project-based and end-to-end talent acquisition solutions, including sourcing, recruitment, assessments, and global support, and management of select recruiting processes and short-term projects. Each year, we assess more than 12 million candidates and assist with over 200,000 hires, saving our clients more than \$50 million annually through early turnover reduction.

Aon Hewitt empowers organizations and individuals to secure a better future through innovative talent, retirement, and health solutions. We advise, design, and execute a wide range of solutions that enable clients to cultivate talent to drive organizational and personal performance and growth, navigate retirement risk while providing new levels of financial security, and redefine health solutions for greater choice, affordability, and wellness. Aon Hewitt is the global leader in human resource solutions with over 30,000 professionals in 90 countries serving more than 20,000 clients worldwide.

Services:

- Talent acquisition consulting
- Program design
- Workforce planning
- Applicant tracking systems
- Career site development/SEO
- Candidate sourcing
- Talent community technology
- Assessment and selection
- Digital interview platform

- Candidate interviewing
- Interview scheduling technology
- Pre-employment check administration
- Onboarding administration
- Candidate care support
- Integrated governance and reporting capabilities and technology

Important client metrics:

- Reducing early turnover
- Interview-to-hire ratio

- Candidate and hiring manager satisfaction
- Time-to-fill
- New hire performance
- Diversity of hire
- Source of hire (ROI)
- Sourcing effectiveness
- Attrition by source/recruiter

6. Career International

Website: www.careerintlinc.com

As a leading total recruitment solution provider in Asia, Career International was established in 1996 and is now present in 40 offices across APAC and employs more than 1,000 people. We provide the executive search, RPO, flexible staffing, sales and marketing, outsourcing, campus recruitment, training, and talent acquisition consulting services for our clients in more than 18 relevant industries and fields. We have built long-term cooperative relationships with more than 1,000 multinational corporations, listed companies, fast-growing enterprises, and non-profit organizations. In the past year, we have successfully recommended more than 20,000 permanent and dispatched talents for our clients, of whom 16,000 are senior management, professional, and technical employees.

Services:

Executive search: C-Level recruitment, managerial recruitment, professional and technical recruitment.

RPO: End to end RPO, on-demand recruitment, CV screening outsourcing, vendor management, recruitment channels management, applicant tracking and reporting, market research and talent mapping.

Flexible staffing: office staffing; professional staffing; sales/marketing staffing; vendor management service

Marketing outsourcing: end-sales team

management, planning, execution; short and long-term staff hiring, training, and management; market data and information collection.

Campus recruiting: campus recruitment marketing, employer brand marketing, professional interviewer training.

Career management institute: public course, certification, in-house training.

Talent acquisition consulting: process design, assessment tools, roles and responsibilities design, policy and procedure design.

Important client metrics:

- Number of hire
- Time-to-fill
- Cost per hire
- Process compliance
- Data accuracy
- Probation pass rate
- Hiring manager & candidate satisfaction
- Agency reliance

7. Decision Toolbox

Website: www.dtoolbox.com

Founded in 1992, Decision Toolbox provides scalable and easily integrated recruitment solutions for a 7 percent cost per hire on average while incorporating rigorous quality controls and a 12-month candidate guarantee. Armed with the very latest tools and a team of seasoned U.S.-based recruiters and sourcers, Decision Toolbox is an on-demand recruiting department for one critical search, for large projects, or a complete RPO solution. Decision Toolbox has taken a leadership role in almost every aspect of recruitment, introducing an RPO offering in 2000, four years before it became industry practice.

Services:

- On-demand RPO
- Standard full service search
- Advanced full service search

- Talent pipelining
- Name generation
- Competitive mapping

Important client metrics:

- Time to fill
- Hiring manager satisfaction
- Cost per hire



8. PrincetonOne

Website: www.PrincetonOne.com

PrincetonOne RPO designs and delivers innovative and scalable recruitment solutions that help our clients identify, attract, recruit and hire top talent. From sourcing strategies and process design to technology, culture and scope, every solution that we deliver is unique and based around each client's specific needs.

With an extensive heritage of recruiting experience and no ties to proprietary technology, PrincetonOne RPO creates custom recruitment process outsourcing (RPO) solutions that are grounded in best practices, including current technologies and recruiting trends, and leverage our proven methodology. The success of each solution is guaranteed through service-level agreements and confirmed through published metrics.

Services:

- *Program consultation/management:* requisition development with hiring management; requisition management (direct responsibility to hiring managers and direct communication with hiring managers); reporting and metrics for staffing operations; workforce planning support; staffing department budgeting support; employment brand development consulting and program management; employment advertising budget coordination and advertisement strategy development; and advertisement creation and placement.
- *Candidate recruitment and sourcing:* employee referral program management; executive search - retained and contingent; implementation and management of the client's internal employee and employee referral program as well as corporate career center; post on all top job boards as well as a multitude of niche and diversity sites; social media campaign that has the ability to post positions to 300 plus different social media outlets; research associates and lead generation coordinators

with expertise in competitor mapping, passive recruiting and mining to search; name gathering via web-based search engines and specialty sites as well as ask candidates currently in the screening process for referrals; temporary staffing; and college recruiting.

- *Assessment:* web-based screening questions to verify minimum requirements; qualifying phone screen to verify minimum requirements; standard phone assessment (client provided); customized behavioral-based phone assessment; standard online assessment (client-provided); customized competency based online assessment for both personality and position based; and skills-based testing.
- *Interview logistics coordination:* client phone interview; client face-to-face interview; mileage reimbursement; air travel; hotel accommodations; rental cars; expense reimbursement processing; and on-site interview personnel.
- *Onboarding:* management of offer processes, including offer presentation to prospective candidates; offer letter

generation; proper modification of client-provided offer letter template, print and FedEx; 9 form collection; benefit enrollment; provisioning coordination; SSN trace; county criminal felony and misdemeanor (7 years); education (highest degree); employment (up to 3 employers or 7 year history); credit; MVR; professional references (3 reference interviews); drug (9-panel urinalysis); new hire packet distribution.

Important client metrics:

- Time to fill
- Time to submit candidates
- Position-vacancy rate
- Diversity hires
- Offer acceptance rate
- Source effectiveness
- Manager/new hire/applicant satisfaction
- Cost per hire

9. Accolo, Inc.

Website: www.accolo.com

Accolo is a leading recruitment process outsourcing solution, driven by a patented cloud recruiting platform with embedded social network recruiting and marketing campaign functionality. We provide the industry's only 'Hiring Intelligence' knowledgebase enabling a data-driven approach to hire performance and on-demand recruiting capacity via the industry- and geographic-specific Accolo Network.

Services:

- *Symphony:* premium end-to-end solution that includes a delivery team of a client executive and certified hiring consultants
- *Duet:* partnership of our trained and certified hiring consultant and your hiring manager.

Important client metrics:

- Days to present
- Days to accept
- Days to start
- Recruiting cost ratio
- Candidate flow