

# A Centralized RPO Model Improves Recruitment Quality

## Business Issue

The acquisition of more than 70 new branches over the last decade meant one of the fastest growing companies in the data storage industry would need to find ways to manage changing talent needs. In the past, the company relied on third-party vendors to address local hiring requirements. Rapid expansion made vendor-based approach unsustainable.

In addition, many of the acquisitions were smaller shops whose managers were accustomed to controlling hiring decisions and whose existing employees were of widely varying quality. The company faced another challenge in that many of the roles it needed to fill are typically high-turnover, difficult-to-fill positions such as drivers, customer service and warehouse staff.

The client recognized the need to centralize and streamline recruiting company-wide. They partnered with ManpowerGroup Solutions to create efficiencies across the entire hiring process, improve hire quality and deliver a more consistent brand experience across the nearly 40 markets in which they operate.

## Solution

Given the challenges associated with longstanding decentralized solutions and local management that was accustomed to operating independently, ManpowerGroup Solutions' RPO model that prioritized establishing buy-in and creating consistent communications processes.



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*Dedicated, but flexible team:* The primary team is made up of one full-time recruiter and two client management leads. In addition, when immediate hiring needs grow beyond a certain threshold the model is scaled up to provide additional sourcing capacity whenever necessary.

*Consistent communications:* The lead recruiter hosts a sync-up call each week with any local manager who has an open position. This provides an opportunity to better understand any unique concerns or requirements, as well as continuously update managers on the status of recruiting and hiring. In addition to the tactical benefits, this approach also ensures that the recruiting effort is carried out in partnership with local offices.

As part of the effort to streamline company-wide expectations, the team developed a webinar for newly acquired companies that covers common questions and concerns regarding corporate culture, hiring, the employee environment, and HR processes. The RPO team also participates in the company's operational meetings and conducts trainings for local hiring managers on the do's and don'ts of hiring as well as compliance and risk-management issues.

*Brand focus:* With considerable market competition for many of the roles being filled, ManpowerGroup Solutions' RPO model works to leverage the company's key brand assets in the recruiting process. This includes longevity and stability in the industry, as well as a focus on how the corporate culture is carried out locally. For example, with CDL drivers in high demand, recruiters emphasize the family environment within the branch, the ability to spend time working in the office and team-building events like cookouts.

*Streamlining technology:* As a next phase in the engagement, ManpowerGroup Solutions is working with the client to implement an applicant tracking system. This was previously done manually, which resulted in inconsistent data collection and evaluation of metrics.

## Results

The streamlined recruiting and hiring process has generated a range of positive results including:

- For non-exempt roles, the time for requisition-to-offer averages 30 days
- 80 positions filled to date
- Ongoing consulting services leverage the RPO team's knowledge of local markets, legal and compliance, technology and communications—assets that were not available with the local-vendor approach that was previously employed