

How to hire the best

VICKI COUCHMAN

Outsourcing your
recruitment can
help locate talent,
says **Liz Loxton**



Logical move

Business and technology service company Logica employs 39,000 people in 36 countries and is partway through a five-year deal that outsources recruitment to specialist provider Hyphen.

Mike Jones, Logica's global director of resourcing, says the

minimum. What's more, as the recovery gathers pace, top organisations will be competing hard to secure the best people.

"During economic downturns, talent hides," says Yvonne Williams, owner of global outsourcing specialist Mallard Drake Associates and a board director of the National Outsourcing Association. "People are reluctant to move because of a fear of redundancy or a fear of their new employer not being serious about the hire."

Zain Wadee, operations director at recruitment firm Hyphen, claims he sees a lot of organisations struggling with pared-down recruitment teams. "There is very evident pressure on the ability to acquire staff and manage onboarding and induction with a reduced head count. Working in conjunction with a recruitment outsourcing provider is proving popular because it gives an ability to manage the upsurge in the cycle."

International recruitment companies such as Alexander Mann Solutions (AMS) and Hays are reporting increased interest in the outsourcing of recruitment. Rosaleen Blair, founder and chief executive of AMS, for instance, says that while existing clients have scaled back hiring during the past 18 months, new clients from a range of industries, including the public sector, have become increasingly active.

But it's not necessarily a shift to full outsourcing. For some organisations, carefully targeted outsourcing works better than an all-encompassing deal that covers all recruitment. Les Duncan, managing director at Hays corporate accounts, says he can detect more confidence from employers in their ability to manage their own hiring needs. "Throughout the recession there was a move away from companies looking for a completely outsourced solution. Instead, they're looking for an outsourcing provider to add expertise where in-house teams were lacking."

Keith Dugdale, head of global recruitment at accountancy firm KPMG, says organisations such as his own are looking more flexibly at how they go about hiring. KPMG is investigating ways of presenting itself online as a key employer, in order to



Mike Jones of technology firm Logica, which recruits 3,000 staff a year through an outsourcing provider

simply bringing in executives from the UK," says Jones. "This has meant recruiting people with niche specialist skills as well as expertise in consulting, technology and change management."

He says outsourcing to a specialist such as Hyphen works only if its team is integrated into the Logica business. Jones plans to increase the number of Hyphen staff this year as the company's recruitment needs change, doubling its graduate intake in the UK and recruiting aggressively in France and the Nordic region.

"Finland is a key country for us but you have to engage differently with candidates there from how you would if they were in the UK or France," says Jones. "They like to deal direct rather than with recruitment agencies, so having Hyphen work under the Logica brand is a massive help."

drive direct applications and identify candidates.

"I think everyone has noted how quickly recruitment has picked up," Dugdale says. "Teams are looking at creative ways of delivering hires."

KPMG uses social networking tools such as LinkedIn to identify candidates at all levels of experience and across international boundaries — it recently moved a candidate based in Singapore

to a position in Canada. And while the firm has offshored some hiring processes — setting up a small team in India to manage recruitment for secretarial and back-office roles, for instance — KPMG prefers to keep recruitment of core roles in-house.

While multinational companies are increasingly looking for recruitment outsourcing providers that can offer expertise across international borders,

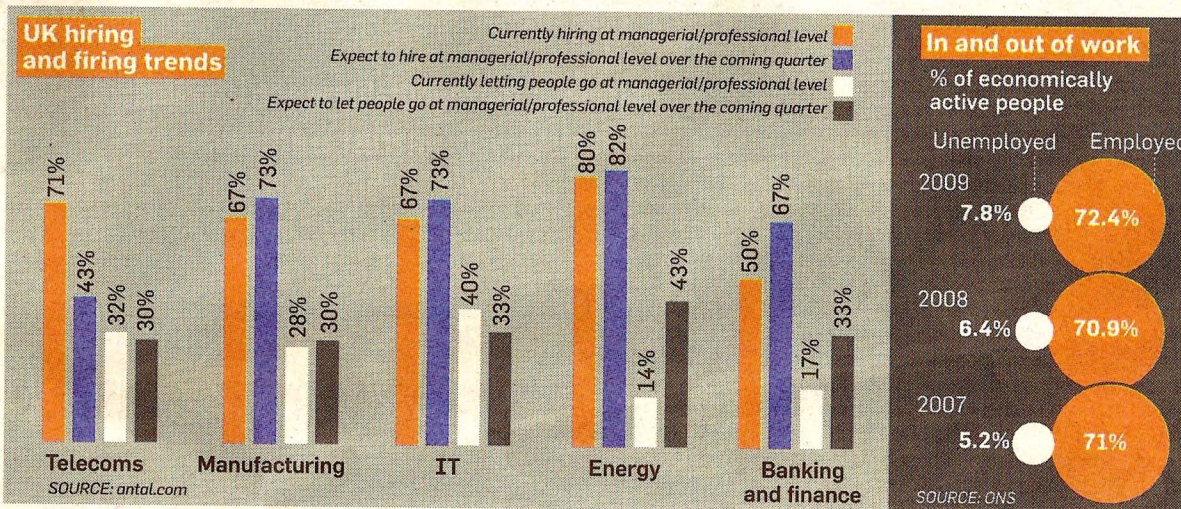
according to Duncan there is also a growing role for specialist providers.

Williams argues that niche firms add value by taking the trouble to build relationships with both candidates and clients. The key requirements for a recruitment outsourcing specialist, she says, are that it truly understands the client's business and culture, and has the ability to select candidates well.

HR professionals need to look closely at service level agreements to ensure they are asking for the right things, she adds. "If you have a target of 10 candidates per position, your provider may just do a database search to meet performance indications. The management time that organisations then have to utilise on inappropriate candidates is not being factored in."

Since the recession has taught many organisations to become more canny in their procurement policies, so recruitment outsourcing providers will have to do more to attract clients. Jonathan Krogdahl of the Curzon Partnership, an executive recruitment specialist, says firms are offering a broader range of consultancy services such as talent benchmarking and advertising assessment in addition to pure recruitment.

Hyphen's Wadee says outsourcing providers can also look after those small but necessary tasks that firms often perform badly themselves, such as setting up company email accounts and security cards for newly arrived members of staff. Higher end extras might include managing clients' relationships with specialist agencies and overseeing website campaigns.



How to hire the best

VICKI COUCHMAN

Outsourcing your
recruitment can
help locate talent,
says **Liz Loxton**



Logical move

Business and technology service company Logica employs 39,000 people in 36 countries and is partway through a five-year deal that outsources recruitment to specialist provider Hyphen.

Mike Jones, Logica's global director of resourcing, says the