



A Guide to Adding Value

**The Key to Future
Success in Recruitment**

Executive Summary

This practical Guide is designed to support recruitment and staffing agencies who want to take their relationships with employers to a higher level of efficiency, client satisfaction and financial return by creating, enhancing and effectively articulating an added value proposition. In so doing, it also seeks to support the HR community by giving them greater access to a broader range of high quality professional services from their recruitment partners that will, in turn, strengthen their own influence and effectiveness.

The Guide is based on desk research and detailed interviews with leading staffing firms and employer organisations conducted between September and December 2009. Contributing organisations included: AXA, Alcatel Lucent, Medacs and Angela Mortimer.

The REC's Industry Research Unit is grateful to Middlesex Business School and the Cordoba Group for their support in the writing of this report. It would also like to thank CIPD for its assistance and guidance throughout the production process.

The research breaks new ground in defining, for the first time, a fully comprehensive menu of over 20 discreet services that are available to agencies to add real value to their client relationships. The Guide takes agencies through a step-by-step process that allows them to develop their own bespoke added value offering.

Having designed a customised offering, the Guide provides practical information on the likely costs associated with developing each element of the menu and advice on pricing before outlining a three step delivery plan designed to ensure maximum client traction and commercial return.

The detailed appendices at the end of the report provide an essential implementation toolkit for each service area covering critical areas such as set up procedures, financial planning and the key benefits that will help articulate the proposition to clients.

As well as providing a very practical implement Guide, the research also identifies the wide range of financial and non-financial client benefits that are associated with the delivery of an effective added value proposition. These include: cost reduction and efficiency improvements, risk deduction, access to specialist advice and market intelligence, improved web site and advertising performance, reduction in HR workload and competitor benchmarking.

The research suggests that agencies are also likely to benefit commercially from offering an effective added value proposition creating a 'win win' scenario. It indicates that agencies with such an offering can sustain margins that are, on average, 2% higher than their direct competitors. Agencies can also benefit financially by using 'value add' to defend existing margins and by building separate incremental revenue streams built from these services.

As the UK moves out of recession an efficient and effective jobs market is likely to be critical to a sustained and robust economic recovery. At the same time, employers and their recruitment partners face unprecedented pressure to deliver workforce flexibility and access to talent within limited (and sometimes reduced) resources. In this scenario, the further development of professional added value services is critical if agencies are to transcend an increasingly commoditised recruitment model, forge long-term, strategic relationships with employer organisations and fully realise their commercial and professional potential.

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1.

The need for agencies to add value to the recruitment process

In 2008, the REC's Industry Research Unit and the Chartered Institute of Personnel and Development (CIPD) published new research on how private recruitment agencies could best work together to achieve long-term strategic relationships. 'Productive Partnerships' (<http://www.rec.uk.com/about-recruitment/research/bookshop/productive-relationships>) concluded that the best way for an agency to strengthen and sustain its relationship with client organisations was to add value to its core proposition.

Two years earlier Demos, in their 'Recruitment 2020' report produced for the Unit had also recommended that employers (HR and procurement) should focus on value rather than cost in the commissioning process.

Since these reports were published the recession has significantly increased the pressure on employer organisations to reduce people costs including those relating to recruiting temporary and permanent staff. At the same time it has made the recruitment and staffing market much more competitive.

In this new environment it is imperative that agencies have a compelling added value proposition to offer their clients and that they can articulate this offering in an effective way. This is now essential in order to:

- **Differentiate** their offering clearly and powerfully from the competition. Price alone is no longer enough.
- **Justify margins** as procurement professionals increasingly force down costs to the lowest possible level without strong evidence of 'value add'. At the same time, line managers are more selective about candidates and want to take risk out of the hiring decision. Added value services meet both needs.
- **Improve client loyalty** by demonstrating the financial and non-financial benefits associated with their value proposition.
- **Increase revenue** through the provision of new incremental added values services above and beyond their historical offering or through simply growing margins by enhancing the existing offer.

The Guide is based on current information from the 'front line'. Interviews with HR, Procurement and line managers from a range of large and small organisations, in different sectors were matched with comments from senior agency staff. In addition to this input, desk research also assessed how services are presented on web sites and identified best practice examples from the available published literature.

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2.

Developing an effective value proposition

The first step in creating a compelling added value proposition in recruitment is developing a full and deep appreciation and understanding of how added value services work in the relationship between agencies and employers. Such an understanding is important not only to the development of an effective offering but also in articulating this offering to the client. Adding value can be as much about creating a new mind set as about developing new products and services.

The following hypothetical case histories illustrate how employer organisations can benefit from the services agencies provide to them over and above the core offering of recruitment and staffing.

- **Case study 1**
– **finding a new employee for a small business**

Employer situation

The Managing Director of a small manufacturing business in East Anglia needs to recruit a Financial Controller. A new position had been created due to the retirement of the book keeper and growth of the business. The salary is set at £40,000.

Agency response

A consultant at the local agency offers to fill the role for a fee of 30% of annual salary. The MD negotiates this down to 20% but a colleague proposes that the fee should be no more than 15%, saving a further £2,000.

The MD disagrees on the basis that the agency was proposing not only to send candidate CVs but also to advise on: the job definition, payment terms, an advertising approach, and carry out the initial interviewing. Benchmarks for similar roles could also be provided.

The MD's believes that these services justify paying more because the management team have neither the time nor expertise to do this work. With a role that is critical to the future profitability of the business the additional investment will create value even if it could not be measured directly.

Result

The agency earns an extra 5%, (£2,000), as a result of providing a level of service that saved real but invisible cost for the employer and reduced the risk of a poor hire in a key role.

Developing an effective value proposition (contd.)

- **Case study 2**
– **tendering for temporary staffing at a multinational company.**

Employer situation

The Procurement manager responsible for resourcing is planning to re-tender the existing contracts. His starting point is that no agency will be invited to tender unless it can run campaigns, provide support to hiring managers, deliver progress reports, manage a candidate database, provide background checks and manage induction. As well as finding and delivering the numbers and type of staff required.

Agency response

The invitation to tender includes a detailed specification of the full range of services required. Tenders are invited which ask for a fixed price for these services. The Procurement team will then evaluate all the proposals on the same basis to select the best value supplier.

It is clear to some agencies that the line managers across the different business units and locations would need more support and advice. The leading contenders for the contract explore what these services are through discussion with the Procurement team. Their tenders then include relevant services as additional capabilities costed on a 'call off' basis, so that they can be used as required by the employer's managers.

Result

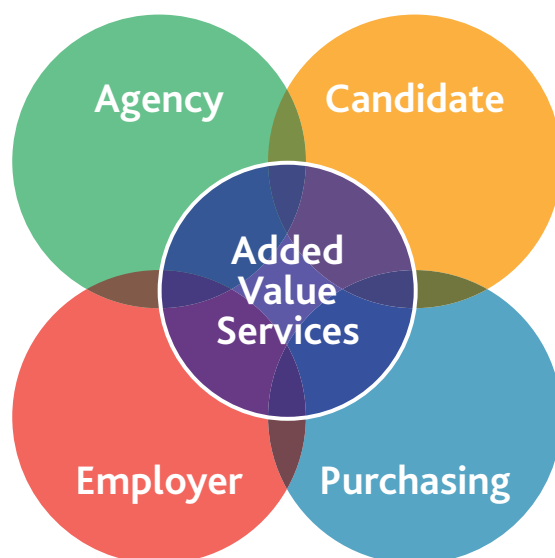
The successful agency wins the business on a highly competitive rate but is not the cheapest or on the lowest margin. The extra capability had gained an advantage of about 2% on the margin over the cheapest tender.

The agency will be able to generate valuable incremental revenue from services outside the initial specification requested by line managers.

Our research found that agencies are generally not very effective at explaining their added value proposition to clients even when they have a strong offering. It also showed that employers are generally unaware of the potential services that are available from their recruitment partner and often struggled to define the value of those services that are recognised.

However, the research also found that both employers and agencies do understand the fundamental point that added value is created when a service is offered over and above the core offering from an agency. It is also recognised that a well planned and managed added value offering aligns the interests of agency, candidate, employing manager and buyer (who may be the same person in a small organisation).

Developing an effective value proposition (contd.)



2.1 Building from the core

As a starting point for understanding added value services, the 'base line' core offering in recruitment is defined as three tasks:

- Agreeing the brief for temporary or permanent assignments
- Using networks and other tools to identify and qualify candidates
- Facilitating the process from interview to placement

Above and beyond this baseline there is huge scope to add real value through a wide range of non core products and services. Some of these added value services are relatively easy to develop and manage whilst others require significant investment.

The full menu of services is outlined below according to how easy they are to implement. **A consolidated and more detail description of each of the menu items is provided in the appendix together with an outline guide to implementation for each service.**

Level	Description
Entry	Can be offered by any agency and usually involve little cost or change to set up and deliver. The skills and information needed are generally available in agencies already
Advanced	Demand more investment from the agency. New skills, software, or information may be required and these services need to be built into the existing process for servicing clients
Business building	Involve discreet processes in their own right. Can also be stand-alone business operations when developed on a large scale. Investment in new assets and capabilities is very often necessary to put these services in place

Developing an effective value proposition (contd.)

2.2 Entry level services

Many agencies already offer some or all of these services as part of their 'business as usual' model. Employers may ask for them or it may be part of the operating style of the consultants and managers within the agency.

Some elements of this menu are readily available from third party sources. The REC for example, produce legal and market updates that can be shared with client organisations.

Smaller and medium sized employer organisations generally regard the services as an addition to their own recruitment process. However, large employer organisations may consider these services as basic requirements rather than added value.

Menu 1 - Entry Level Services

- Campaign Management – planning and running the recruitment campaign.
- Job profiling/descriptions – writing or advising on job descriptions.
- Interviewing – interviewing candidates.
- Benchmarking salaries/rates – within a function, local area, industry sector, etc.
- Market intelligence – trends and developments in the employer's market.
- Legal updates – legal trends or events that may affect the employer.
- Management reports – covering all recruitment activity.
- Progress reports – reports on campaigns .

2.3 Advanced services

Some 'advanced' services depend on access to information that is not available through the core recruitment process and so may need to be bought from third parties, such as researchers or specialist consultants.

The services may also call on skills and capabilities that are not normally found among recruitment consultants. In most cases, these skills can be outsourced to freelance experts or other suppliers (eg specialist consultancies or universities).

Some 'Advanced' services (such as in-candidate testing and reference checking), can lead to a constant flow of work where there is demand from employers who are growing their businesses or operate in more dynamic sectors.

Where that is the case it may be more efficient and profitable to appoint full time staff to manage the service. It can then become a part of the core offering to all employers and could create competitive advantage.

Developing an effective value proposition (contd.)

Menu 2 – Advanced Services

- Assessment centres – running assessment centres, providing assessors.
- Assessment of internal applicants – reviewing applications for existing employees.
- Employee referral schemes – generating applications from existing employees.
- Employee referral schemes – generating applications from existing employees.
- Candidate testing/profiling – in depth skills and personality profiles.
- Reference/Right to Work checks - proving credentials.
- Retention support – ensuring new starters are successful.
- On-boarding/induction – giving new starters their initial briefing.
- Outplacement – supporting leavers into new jobs.
- Candidate satisfaction surveys – checking process efficiency.

2.4 Business building services

The third menu includes activities that have often become separate business operations in their own right in recent years and so may not always be considered 'added value services'. However, smaller and more generalist agencies can now explore this area as falling technology costs place them within reach.

Recruitment technology and recruitment processes have become more sophisticated in recent years. Many large employers made large investments in both technology and process during the boom years before 2008/2009, with smaller employers also showing more interest in online recruitment.

However, in both cases, employers may not have the time and skills to drive the maximum benefit from their investment now that headcount has reduced. Recruitment and staffing agencies can step in to meet the need by managing the technologies and processes on the employer's behalf. With a smaller number of new hires or internal changes this can be more efficient.

Building skills and experience in these areas could lead to significant new revenue streams for agencies. Demand is not guaranteed, however and sales teams will have to adapt their processes and presentations to take the message out to employers in order to gain the maximum advantage.

Menu 3 – Business Building Services

- Outsourcing/RPO – taking on full responsibility for recruitment (or assessment or other parts of the selection process) on behalf of the employer.
- Data capture/management – collecting and processing candidate information; managing a candidate database and communications with the candidates.
- Recruitment technology – implementing recruitment software, online or offline, as a stand alone service or connected to the employer web sites.

Developing an effective value proposition (contd.)

2.5 Finding the right service for a client

Clearly not every added value service listed here is relevant for every employer. Agencies that are successful in this space emphasise strongly how critical it is to research, analyse and fully understand the employer's needs before making a service offer.

The starting point for creating the service menu is to assess the size of the relevant client organisation (or business unit) and whether the roles required are temporary or permanent. The table below lists where each service is most relevant.

	Permanent	Temporary
Large employers	Campaign management Job profiling/descriptions Interviewing Management reports Progress reports	Management reports Progress reports Benchmarking rates/salaries
	Assessment centres Employee referral schemes Assessment of internal applicants Reference checking Retention support Outplacement Candidate satisfaction surveys	Reference checking On-boarding/induction
	Outsourcing/RPO Recruitment technology	Data capture/management Recruitment technology
SMEs	Campaign management Job profiling/descriptions Interviewing Progress reports	Progress reports Benchmarking rates/salaries Market intelligence Legal updates
	Candidate testing/profiling Reference checking	Reference checking

For more relevant questions when exploring any employer's needs see section 4.4.

The rationale for aligning each service element with both the type of role and size of client organisation in the above table is outlined overleaf:

Developing an effective value proposition (contd.)

Services in Permanent staffing

- These services bring benefits to employers by informing the process and improving the success rate in making placements.
- Profiling, interviewing and assessment services improve the probability that a candidate is the right person to appoint.
- If employee turnover is high and there are many internal transfers it can be more efficient to use an agency to facilitate or manage these processes.
- On-boarding and induction has less value when staff are recruited in relatively small numbers and will become part of the team in the long term.
- Data capture and management of the recruitment process is also less valuable where employee turnover is low and/or where staffing data is captured on the employer's system.

Services in Temporary staffing

- Employers using temporary or contract staff gain value from services that maintain a steady flow of qualified staff, able to start work quickly.
- They also have a critical need for information on the recruitment process and can benefit from data capture and the use of recruitment technology.
- Benchmarking data and legal updates help employers manage costs and compliance more effectively.
- On-boarding and induction can be time consuming. Agencies add value by providing this service before the worker arrives at the site.

Services for Large organisations

- These services focus specifically on building a strong skills bank and on improving the efficiency of recruitment processes.
- Larger organisations usually employ a wider variety of skills. Specialisation in key skills areas may be vital to enable the organisation to meet its strategic goals.
- The impact of weak recruitment processes (eg slow fill rates on vacancies and unsuitable new starters) can have a considerable impact on the employer cost base and growth rates.
- The value that employers gain is lowest in the services around intelligence gathering and benchmarking, as most large organisations have internal resources that can meet this need. However, if agencies can give access to unique data or insight it will still have value here.

Services for SMEs

- Smaller organisations, including business units within large organisations, may have limited access to expertise relating to recruitment and need more support in these areas. The employer must consider how much resource it is able to dedicate to managing recruitment and may find agency services more cost effective.
- As small employers have lower recruitment volumes the value is low from such services as measuring candidate satisfaction, employee referral, on-boarding and capturing data.

3. Managing pricing and risk

What is your added value offering worth?

Employers agree that they benefit from added value services in recruitment and staffing. Both financial and non-financial benefits can be listed.

However, employers admit that they rarely track the value in financial terms directly. So the burden (and opportunity) of collecting the data and making the case often falls to agencies. Agencies also benefit both financially and non-financially and admit that they do not often collect their own cost data or calculate the impact on revenues and margins – another opportunity to improve efficiency.

Some services such as legal updates and market information are clearly difficult to link to benefits. This kind of information helps decision makers avoid mistakes which could be costly but measurement of the effects is rarely possible.

Value for employers also depends on the role of the client decision maker. As a rule of thumb, Procurement teams are more interested in cost saving, line managers in budgets and staff quality and HR on process efficiency.

The table below summarises the main sources of value which have been described by employers and agencies.

Summary	Financial value	Non-financial value
For employers	<ul style="list-style-type: none"> • Cost savings, including cost per placement, cost per temporary staff hour, advertising costs, etc • Lower recruitment budgets • Lower salary costs (if benchmarking used over time) 	<ul style="list-style-type: none"> • Higher quality of staff • Higher staff retention • Confidence in compliance with law and use of best practice • Management time saved
For agencies	<ul style="list-style-type: none"> • Higher margins, in the region of 2% - 5% above going rate • Additional revenue from services charged for 	<ul style="list-style-type: none"> • Stronger client relationships • Higher rate of success in tendering

3.1 Value for employers

The *financial value* for employers is difficult to calculate as data on staffing and recruitment costs may not be available or not detailed enough. Many employers do not attempt to make the calculation, preferring to work on assumptions. This situation gives agencies an opportunity to add value by providing the information from their own systems.

Managing pricing and risk (contd.)

Actual and potential cost benefits which have been reported include:

- Lower costs per appointment as a result of access to agency buying power (eg for advertising), or faster selection among more suitable candidates.
- Lower wage costs if over-payment is avoided through benchmarking.
- Lower annual recruitment costs where retention is improved.
- Reduced recruitment budgets where the process can be outsourced at lower cost.
- Savings on license fees for technology where managed by the agency.

Agencies should aim to measure these costs whenever possible. Providing employers with evidence that these benefits have been achieved will strengthen the relationship with buyers, recruitment teams and line management.

The *non-financial* benefits include:

- Greater confidence that the appointment will be the right person (lower risk of a failed appointment).
- Lower risk of non-compliance with employment law and other regulations, which can, in extreme cases, lead to fines or disputes.
- Higher staff quality and motivation where staff are better suited to their roles and the working environment.

Employer line managers also value the time saved and access to expertise where the agency provides specialists in, for example, profiling and testing.

3.2 Value for agencies

For the agency, the value generated also has financial and non-financial aspects.

Financial value

Financial value to agencies can be classified into two areas: higher margins and incremental revenue.

3.3 Higher margins

Agencies with an added value proposition have reported that they achieve higher margins than competitors with the same clients.

- As the example in section one shows, there are small businesses which will pay up to 5% more than the minimum rate on a permanent role where they are offered added value services.
- Agencies working with larger organisations report they can earn about 2% above a standard rate varying between 5% - 10%. This uplift has been achieved by offering added value services as standard where competitors cannot match the service offer as efficiently.

Managing pricing and risk (contd.)

3.4 Incremental revenue

Agencies can also benefit financially by building a separate revenue stream from these services rather than costing them into a standard contract.

Services can be priced at break-even, below cost (as an investment to win contracts) or above cost to generate a margin. Both methods are used successfully although clearly care is needed if the price is below cost (see below).

It is important to assess whether a higher price will allow a competitor to win the business. Pricing below cost may win the business but reduce margins so financial analysis should always be completed. It will be necessary to monitor competitors and clients constantly to maintain the advantage that added value services can have on overall margins.

Non-financial

Non-financial value can be equally important to agencies in the long term and includes:

- Quality and depth of the relationship with the employer, getting closer to the client teams and providing evidence of the value created as a supplier.
- Competitive advantage in tendering, leading to a higher win rate.
- Access to new prospects if added value services are used to stimulate employer interest, provide free information which gains access to a tender list, etc.
- Staff motivation – using added value services can bring greater variety and scope to the consultants' role and improve employee satisfaction.

3.5 Risk associated with added value services

There are two financial risks that agencies should recognise when offering added value services.

- Additional revenue may not cover the costs of the services provided.
- Clients may reject a deal which has added value services built in and ask for the costs to be removed, changing a profitable deal into a loss making contract.

Successful risk management requires combining effective financial and sales management. Most risks can be mitigated by putting appropriate financial measurement and analysis processes in place.

For both risks, agencies should calculate the actual costs of each. Invoices from suppliers for these services should be linked to the relevant clients or contracts to measure profitability.

Secondly, agencies should monitor and control the charges agreed by sales staff and consultants with clients. Sales incentives and commissions should take account of the impact of added value services.

Managing pricing and risk (contd.)

Costing and Pricing

The following table shows a typical formula and costs that would be incurred for an average agency to offer different added value services. These costs can vary significantly subject to the specification of the service, the employer characteristics and agency strategy.

Costing Guide (£)	cost per					
	employee	unit/ project	month	candidate/ role	appointment	day
Campaign Management	0	0	0	0	200	0
Job profiling/descriptions	0	0	0	350	0	0
Interviewing	0	0	0	0	0	350
Benchmarking salaries/rates	0	700	0	0	0	0
Market intelligence	0	2100	0	0	0	0
Legal updates	0	0	85	0	0	0
Management reports	0	0	50	0	0	0
Progress reports	0	0	50	0	0	0
Assessment centres	0	0	0	1000	0	0
Employee referral schemes	0	0	200	0	0	0
Candidate testing/profiling	0	0	0	100	0	0
Organising work permits	800	0	0	0	0	0
Reference/Right to Work checks	0	0	0	50	0	0
Assessing internal applicants	0	0	0	350	0	0
Retention support	0	0	0	0	200	0
On-boarding/induction	0	0	0	0	50	0
Outplacement	500	0	0	0	0	0
Candidate satisfaction surveys	0	1400	0	0	0	0
Outsourcing/RPO	0	0	0	0	0	250
Data capture/management	0	0	1400	0	0	0
Recruitment technology	0	0	0	0	0	750

NOTE: in the case of recruitment technology implementation, a 'rule of thumb' for project size is: Large employer: 30 days; Medium sized employer: 20 days; Small employer: 10 days

Managing pricing and risk (contd.)

The following table shows a typical formula and prices that would be incurred for an average agency to offer different added value services. These prices can vary significantly subject to the specification of the service, the employer characteristics and agency strategy.

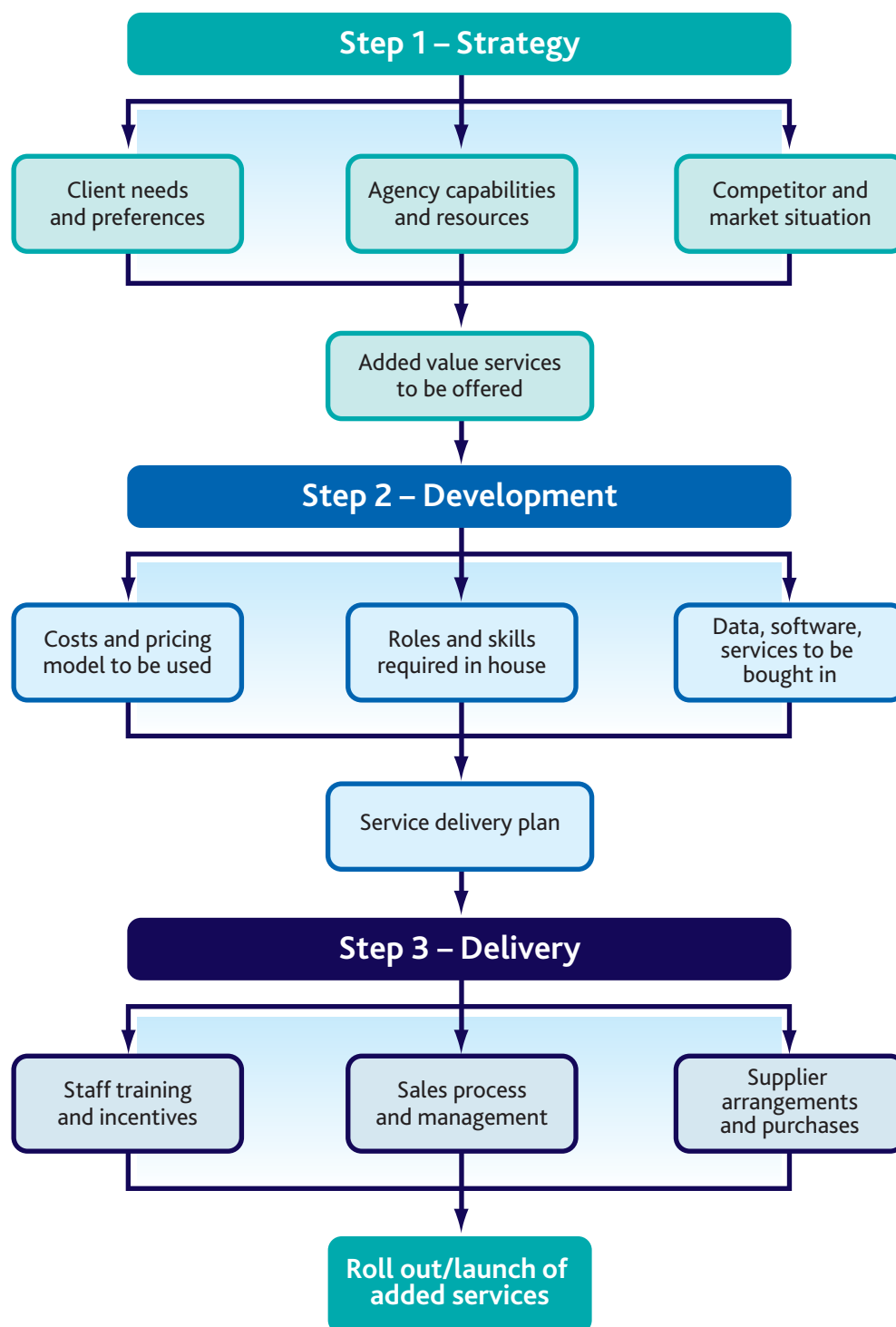
Pricing Guide (£)	price per					
	employee	unit/ project	month	candidate/ role	appointment	day
Campaign Management	0	0	0	0	300	0
Job profiling/descriptions	0	0	0	400	0	0
Interviewing	0	0	0	0	0	500
Benchmarking salaries/rates	0	1500	0	0	0	0
Market intelligence	0	3000	0	0	0	0
Legal updates	0	0	125	0	0	0
Management reports	0	0	100	0	0	0
Progress reports	0	0	100	0	0	0
Assessment centres	0	0	0	1000	0	0
Employee referral schemes	0	0	3000	0	0	0
Candidate testing/profiling	0	0	0	150	0	0
Organising work permits	1000	0	0	0	0	0
Reference/Right to Work checks	0	0	0	75	0	0
Assessing internal applicants	0	0	0	450	0	0
Retention support	0	0	0	0	300	0
On-boarding/induction	0	0	0	0	100	0
Outplacement	1000	0	0	0	0	0
Candidate satisfaction surveys	0	2000	0	0	0	0
Outsourcing/RPO	0	0	0	0	0	500
Data capture/management	0	0	3000	0	0	0
Recruitment technology	0	0	0	0	0	950

NOTE: in the case of recruitment technology implementation, a 'rule of thumb' for project size is: Large employer: 30 days; Medium sized employer: 20 days; Small employer: 10 days

4. Implementing and selling the offer

The diagram below illustrates a three step process for successfully building a business using an effective added value proposition:

Building Business with added value services



Implementing and selling the offer (contd.)

4.1 Step 1 – Strategy:

Set a clear strategy and define the service range:

Make a formal decision to use added value services. It should be a strategic decision for the whole firm not a choice for individuals or a short term tactic. Be clear on the business objectives – improvement in revenues, margin, client retention, defence against competitors, etc. Decide how to evaluate the service offering: is the key measure higher sales revenue, client retention or improved margins? The choice will depend on the strategic objective.

Key questions include:

- Which employers are to be targeted? How do they manage recruitment and where are the opportunities to add value (eg lack of expertise in interviewing, need for candidate testing, retention problems, etc)?
- What staffing types and skills are they looking for and what issues arise as a result (eg are they seeking to recruit engineers who need to be tested or seasonal temporary staff who must be trained before they start work)?
- What do competing agencies offer and will adding services help differentiate against them?
- Based on the answers to these questions, should an Entry Level, Advanced, Business Building or hybrid service menu be developed?
- What financial benefits are required? Higher revenues, increased margins, additional revenue or a mixture? How will the new model impact on the P&L?

4.2 Step 2 – Development:

Building a costed service delivery plan:

Identify the services that are right for the business and client base. Set up the supply arrangements, buy the technology and/or bring in the skills to offer those services. Decide how the services will be delivered and calculate the costs. Set fees or margin calculations to cover them.

Key questions your agency should answer are:

- What types of services will be offered and what is the potential in terms of number of users and potential costs and revenues?
- Will the skills and resources to deliver the services be bought in from external suppliers (eg consultants) or managed in-house?
- How will in-house service teams be motivated and rewarded?
- Who is responsible for sourcing the suppliers, agreeing terms and managing delivery?
- If in-house teams are involved, who do they report to and how is service quality managed?
- What investment needs to be made in technology (software or hardware) to deliver the services?
- How will processes need to change to integrate the services and any new technology?

Implementing and selling the offer (contd.)

4.3 Step 3 – Delivery:

Building a sales process and training your staff:

Set in place the processes that will be used to present the services to employers in order to meet the objectives. Consultants must understand what the employer is looking for and translate this information into needs related to the services. Sales teams should be fully aware of the pricing policy for the services. Selling in the benefits to the candidates may also be necessary as part of the process.

Key questions your agency should answer are:

- Do sales and client facing staff have the skills to explore and understand employer needs and relate added value services to them?
- What training is needed for client facing staff to enable them to propose and sell added value services?
- Are tender responses managed so that the core and added value needs of the client are identified?
- What discretion do sales staff have to offer added value services to employers and are they aware of the cost and price implications?
- How are sales staff rewarded for generating service related income?
- How should (or do) sales staff work with back office staff (eg resourcing, administration, finance) to make sure the service offer can be delivered as promised to the employer?
- How should the sales management process be managed to develop, track and measure added value services?

4.4 Understanding employer needs – a checklist

There is no 'one size fits all' formula that will guarantee success when added value services are offered to a client organisation.

Consultants and sales staff should be trained to question clients to fully understand their business need and capabilities in a way that will allow the agency to develop an appropriate and complimentary service proposition.

The table opposite lists some suggested questions for an employer needs investigation.

For each question two potential answers (A1 and A2) are shown. The services that could help to address the need are then listed in the third column.

Implementing and selling the offer (contd.)

The employer's profile (organisation, processes, systems, etc)

Question	potential response	relevant services
Does the organisation use technology in recruitment?	<p>A1 Makes good use of technology in HR and recruitment</p> <p>A2 Few people related systems, makes little use of data</p>	<p>Data capture/management Recruitment technology</p> <p>Management reports Progress reports</p>
How is recruitment managed in relation to HR?	<p>A1 Centralised, process driven, recruitment expertise available</p> <p>A2 Decentralised, line manager driven, limited recruitment expertise</p>	<p>Management reports Progress reports Market intelligence Legal updates Candidate testing/profiling Reference checking</p> <p>Campaign management Job profiling/descriptions Interviews/Open Days Candidate testing/profiling Reference checking Outsourcing/RPO</p>
What is the buying process?	<p>A1 Tender provided, terms defined, little scope for variation</p> <p>A2 Open negotiation possible, client open to alternative solutions</p>	<p>Benchmarking rates/salaries Market intelligence Legal updates</p>
How well does the organisation manage recruitment costs?	<p>A1 Highly cost focused, able to measure recruitment costs and target savings</p> <p>A2 Limited cost information available for recruitment and staffing</p>	<p>Campaign management</p> <p>Benchmarking rates/salaries</p>
What workforce issues does the organisation face?	<p>A1 Commonly experience retention issues</p> <p>A2 Staff turnover is low, retention not an issue</p>	<p>Retention support On-boarding/induction Outplacement</p>

Implementing and selling the offer (contd.)

Question	potential response	relevant services
How is recruitment managed?	A1 Mainly through recruitment specialists	Campaign management Management reports Progress reports Assessment centres Reference checking Outplacement Candidate satisfaction surveys
	A2 Mainly by line managers	Campaign management Job profiling/descriptions Interviewing Reference checking Retention support Outsourcing/RPO Recruitment technology

The roles which are to be filled:

Question	potential response	relevant services
What type of staff?	A1 Temporary staffing	See table above
	A2 Permanent recruitment	See table above
How many roles are involved?	A1 Single roles A2 More than one/team	(Use for costing and pricing the services)
Are internal candidates involved?	A1 Yes	Employee referral schemes Assessment of internal applicants
	A2 No	
Are the skills specialist or general?	A1 Mainly generalist A2 Specialised	Interviews/Open Days Campaign management Job profiling/descriptions Assessment Centres
Do accurate, recent job descriptions exist and is the personality profile clear and can it be tested?	A1 Yes A2 No	Interviewing Assessment centres Job profiling/descriptions Candidate testing/profiling

Appendix - service specifications in detail

In this section each added value service is given a standard description as a guide to designing and setting up the service.

All of these services may have variations in terms of scale, complexity and resourcing so these descriptions are intended to be a starting point to help agency owners and managers to develop their own unique and powerful proposition.

A.1 The Master List

Managing recruitment advertising campaigns

- Recruitment marketing strategies (what approach, for which media, related to the role); with advice on when and where to advertise to get the best response.
- Planning and designing recruitment advertising campaigns in online and offline media.
- Design/production of creative advertisements, appropriate to the role and function, and supporting the employer branding and corporate creative.
- Providing preferential advertising rates, based on the agencies special terms; and placing advertising on behalf of the client.
- Monitoring the volume and quality of applications at each stage of the recruitment process, analysing the responses and reports on campaign success.
- Receiving and processing the responses/applications generated from the advertising campaign, whether by email, websites or direct mail.
- Providing a dedicated recruitment coordinator for intensive recruitment campaigns.

Job profiling/descriptions

- Systematic job analysis to ensure that competencies are accurately defined and reflect the organisation's objectives, designing job templates so that accurate and consistent details are available for candidates and employees

Interviewing

- Conducting interviews and open days; including sourcing the candidates, booking suitable venues, arranging the interviews with candidates and submitting interview reports to the client with recommendations as required

Benchmarking rates/salaries/benefits

- Surveys and analysis of a sector or an area showing average salaries commanded; terms and conditions; pay or other trends; skills which are at a premium; competitor salary ranges and benefit packages

Appendix (contd.)

Market intelligence

- Reports on the employment related trends in the client's market, area or sector which may affect their business, such as availability of staffing; including reference to competitor activities where known and relevant (eg new appointments).

Legal updates

- Fact sheets concerning new and pending legislation, seminars and briefing meetings to update on these or other changes so that clients are able to plan and manage their resources more efficiently and within the law.

Management reports

- Reports on the recruitment and staffing activity carried out by the agency for the client; could include advertising response, time to fill data, reports on equal opportunities performance, costs per role, etc.

Progress reports

- Reports generated while campaigns, search & selection or other activity is underway (eg on vacancy coverage, costs incurred, sources of candidates, time to hire, etc); provided as and when requested by the client or to an agreed schedule. Reports sent to the client or presented at a review meeting with the relationship manager or agency team.

Assessment centres

- Organising and managing assessment centres, booking the facilities, arranging for experienced interviewers and assessors to attend, liaising with candidates.
- Setting up and facilitating interview panels from among client staff, liaising with candidates.

Employee referral schemes

- Designing and building employee referral schemes to generate applications for vacant roles, among client staff; creating internal communication campaigns, managing responses and applications.

Assessment of internal applicants

- Assessment of employees who wish to apply for a role; treating them the same as external candidates and applying the same screening and selection criteria.

Candidate testing/profiling

- Professional profiling/testing backed by industry leading businesses such as Saville and Holdsworth and Thomas International. Also testing of technical skills (eg in IT, engineering where an essential requirement for a role).

Reference checking

- Checking references, credentials, qualifications, right to work in the UK; for all levels of staffing including background research on senior candidates.

Appendix (contd.)

Retention support

- Support/advice to candidates once they have been placed, ensuring any initial problems are quickly resolved and the candidate is fully integrated into the organisation.

On-boarding/induction

- Fully briefing new starters about the client, creating and issuing company Guides, providing initial job training.

Outplacement

- Outplacement advice, briefing and assistance for employees scheduled for redundancy; could include assisting with employee CVs, profiles and job applications.

Candidate satisfaction surveys

- As part of continuous recruitment assignments, where many applications have been generated, organising and managing research among the applicants/candidates to survey their views on the process and its impact on their view of the client organisation.

Data capture/management

- Capturing and managing data related to recruitment and staffing, such as applications, candidates, temporary staff details to build a database for use by the client and its recruitment agencies and suppliers.

Recruitment Process Outsourcing

- Management of the recruitment function on behalf of the client, with a team on site or off site; also project based options include on-site solutions during times of high volumes of recruitment or for projects (new business launch).

Recruitment technology

- Design, specification and/or installation of software for recruitment management; usually bespoke systems; including data bases and web based systems.

A.2 The Specifications

Title	The service
Description	• Basic description of the type of service and what it typically involves.
Set up/implementation	• Key actions that will usually need to be taken in order to offer the service to clients.
Pricing	• How the service is or can be priced to clients.
Employer benefits	• The typical benefits for the employer, generally in addition to the obvious recruitment solution.
Costs	• The cost drivers for the service and typical cost levels for the type of service described.

Appendix (contd.)

Title	Advertising campaign management
Description	<ul style="list-style-type: none"> • Recruitment marketing strategies (what approach, for which media, related to the role); with advice on when and where to advertise to get the best response. • Planning and designing recruitment advertising campaigns in online and offline media. • Design/production of creative advertisements, appropriate to the role and function, and supporting the employer branding and corporate creative. • Providing preferential advertising rates, based on the agencies special terms; and placing advertising on behalf of the client. • Monitoring the volume and quality of applications at each stage of the recruitment process, analysing the responses and reports on campaign success. • Receiving and processing the responses/applications generated from the advertising campaign, whether by email, websites or direct mail.
Set up/implementation	<ul style="list-style-type: none"> • This service requires regular experience of campaign planning and management, copywriting, online and offline media buying. • Discounted rates can only be offered if the agency regularly buys a significant amount of advertising space. • Agencies could work with third party advertising agencies to jointly meet the client's needs. • A process for collating, sorting and responding to applications is needed; with systems support to track data (or manage online applications).
Pricing	<ul style="list-style-type: none"> • Advertising strategies are generally provided as part of the service and are not costed or priced separately. • Media space and online costs can be charged to clients at actual value or with a margin added. • Time spent processing responses can be charged to clients an agreed rate per hour or as a cost per application.
Employer benefits	<ul style="list-style-type: none"> • Access to knowledge and expertise in planning, creating and managing recruitment campaigns. • Access to lower costs if passed on. • Access to more efficient processes and experienced staff. • Higher response levels per advertisement or message. • Higher quality candidates, reduced costs for interviewing, less re-advertising.
Costs	<ul style="list-style-type: none"> • Running costs are low consisting of the time taken by staff allocated to the task. • Investment in software if required to manage responses and candidate data.

Appendix (contd.)

Title	Job profiling/descriptions
Description	<ul style="list-style-type: none"> • Systematic job analysis to ensure that competencies are accurately defined and reflect the organisation's objectives, designing job templates so that accurate and consistent details are available for candidates and employees.
Set up/implementation	<ul style="list-style-type: none"> • Experienced job profiling analysts (HR degree or qualification) in house or outsourced to freelance consultants. • Templates for job profiles, reports on competences and job profiles.
Pricing	<ul style="list-style-type: none"> • Clients charged on a project basis, calculated on hourly or daily charge out rate based on project scope.
Employer benefits	<ul style="list-style-type: none"> • Roles better aligned to organisational objectives and processes. • More successful recruitment of people matched to roles. • Access to expertise that may not exist in the organisation. • Where possible, reference to competitor or similar roles in other organisations providing valuable context.
Costs	<ul style="list-style-type: none"> • Staff salaries or overheads if in house; freelance costs per hour of external consultants; usually £500 - £1000 per day excl VAT, subject to experience.

Title	Interviews
Description	<ul style="list-style-type: none"> • Conducting interviews and open days, including sourcing the candidates, booking suitable venues, arranging the interviews with candidates and submitting interview reports to the client with recommendations as required.
Set up/implementation	<ul style="list-style-type: none"> • Set up team with skills to liaise with candidates and interviewers/ assessors or employ freelance consulting resource for interviewing. • Capability to source facilities. • Process for management of candidate details. • Template for reporting.
Pricing	<ul style="list-style-type: none"> • Menu based price based on staff time plus costs of venues if any.
Employer benefits	<ul style="list-style-type: none"> • Removes workload from employer team. • Access to experience and skills in interviews/open days. • Potential agency buying power for venues.
Costs	<ul style="list-style-type: none"> • Costs of venues, information sent to clients. • Staff salaries for administrative staff. • Freelance costs per hour of external consultants; usually £500 - £1000 per day excl VAT subject to experience.

Appendix (contd.)

Title	Benchmarking rates/salaries/benefits
Description	<ul style="list-style-type: none"> • Surveys and analysis of a sector or an area showing average salaries commanded; terms and conditions; pay or other trends; skills which are at a premium; competitor salary ranges and benefit packages.
Set up/implementation	<ul style="list-style-type: none"> • Source and buy in data as required for client/sector. • Analyse data held by agency on similar roles. • Prepare analysis and presentation templates. • Produce reports. • Train staff in collecting data, producing reports.
Pricing	<ul style="list-style-type: none"> • Based on cost of data plus staff time or fees to external resource.
Employer benefits	<ul style="list-style-type: none"> • Improved understanding of salary comparators leading to improved attractiveness of roles where underpaying; or more efficiency if overpaying. • Potential to reduce payment costs or to improve attractiveness of key roles.
Costs	<ul style="list-style-type: none"> • Cost of third party data or research on salaries and benefits.

Title	Market intelligence
Description	<ul style="list-style-type: none"> • Reports on the employment related trends in the client's market, area or sector which may affect their business, such as availability of staffing; including reference to competitor activities where known and relevant (eg new appointments).
Set up/implementation	<ul style="list-style-type: none"> • Source and buy in data as required for client/sector. • Prepare analysis and presentation templates. • Define internal role for report writing and layout design or employ freelance external resource.
Pricing	<ul style="list-style-type: none"> • Based on cost of data plus staff time or fees to external resource.
Employer benefits	<ul style="list-style-type: none"> • Improved understanding of local and sector market trends for use in workforce planning. • Potential to improve competitive strength in recruitment and staff retention.
Costs	<ul style="list-style-type: none"> • Cost of third party data or research on markets.

Appendix (contd.)

Title	Legal updates
Description	<ul style="list-style-type: none"> • Fact sheets concerning new and pending legislation; seminars and briefing meetings to update on these or other changes so that clients are able to plan and manage their resources more efficiently and within the law.
Set up/implementation	<ul style="list-style-type: none"> • Source and buy in data as required for client/sector. • Prepare analysis and presentation templates. • Define role for report writing and layout design or identify freelance external resource.
Pricing	<ul style="list-style-type: none"> • Based on cost of data plus staff time or fees to external resource.
Employer benefits	<ul style="list-style-type: none"> • Improved understanding of legal issues and their impact on labour costs, employment conditions. • Reduced risk of employment tribunals, non-compliant employment practices.
Costs	<ul style="list-style-type: none"> • Cost of third party data or research on markets.

Title	Management Reports
Description	<ul style="list-style-type: none"> • Reports on the recruitment and staffing activity carried out by the agency for the client; could include advertising response, time to fill data, reports on equal opportunities performance, costs per role, etc.
Set up/implementation	<ul style="list-style-type: none"> • Processes to collect data, complete analysis. • Design and format for presentation and reporting. • Training for staff in analysing the data and report writing.
Pricing	<ul style="list-style-type: none"> • Based on cost of data plus staff time.
Employer benefits	<ul style="list-style-type: none"> • Better understanding of recruitment efficiency. • Improved performance (lower cost ratios) from web sites, advertising, etc.
Costs	<ul style="list-style-type: none"> • Staff time.

Title	Progress Reports
Description	<ul style="list-style-type: none"> • Reports generated while campaigns, search and selection or other activity is under way, (eg on vacancy coverage, costs incurred, sources of candidates, time to hire, etc); provided as and when requested by the client or to an agreed schedule. Reports sent to the client or presented at a review meeting with the relationship manager or agency team.
Set up/implementation	<ul style="list-style-type: none"> • Define process for collection of data on agency activities. • Define process and formats/templates for reporting. • Set agendas and procedures for progress meetings.
Pricing	<ul style="list-style-type: none"> • Percentage increase on other charges; or separate fee.
Employer benefits	<ul style="list-style-type: none"> • Closer monitoring and control of significant campaigns and recruitment activity. • Improved understanding and record keeping to reduce risk/improve compliance.
Costs	<ul style="list-style-type: none"> • Staff time.

Appendix (contd.)

Title	Assessment Centres
Description	<ul style="list-style-type: none"> Organising and managing assessment centres, booking the facilities, arranging for experienced interviewers and assessors to attend, liaising with candidates. Setting up and facilitating interview panels among client staff, liaising with candidates.
Set up/implementation	<ul style="list-style-type: none"> Set up team with skills to liaise with candidates and interviewers/ assessors (may employ or use third party assessors); find and book venues; complete and report on evaluations.
Pricing	<ul style="list-style-type: none"> Staff time plus costs of venues if any.
Employer benefits	<ul style="list-style-type: none"> Removes workload from employer team. Access to resource with experience and skills. Potential agency buying power for venues.
Costs	<ul style="list-style-type: none"> Costs of venues, information sent to clients. Staff salaries or overheads for admin staff. Freelance costs per hour of external consultants; usually £500 - £1000 per day excl VAT subject to experience.

Title	Assessment of internal applicants
Description	<ul style="list-style-type: none"> Assessment of employees who wish to apply for a role; treating them the same as external candidates and applying the same screening and selection criteria.
Set up/implementation	<ul style="list-style-type: none"> Process to encourage/permit staff to complete job applications on same basis as external candidates.
Pricing	<ul style="list-style-type: none"> Cost per interview plus reporting/feedback for project assignments Or reduced fee per appointment, compared to normal charge made for external applications. Could be run by on-site team where high volumes of internal moves mean activity is continuous.
Employer benefits	<ul style="list-style-type: none"> Reduces HR and line manager costs. Introduces objectivity for internal candidates. Access to application and interview tools.
Costs	<ul style="list-style-type: none"> Development of processes, procedures, database for tracking internal candidates alongside external.

Appendix (contd.)

Title	Employee referral schemes
Description	<ul style="list-style-type: none"> • Designing and building employee referral schemes to generate applications for vacant roles among client staff; creating internal communication campaigns, managing responses and applications.
Set up/implementation	<ul style="list-style-type: none"> • Internal skills and experience to design and deliver internal communication programmes; and process responses into the recruitment system.
Pricing	<ul style="list-style-type: none"> • Project fee or based on staff time involved for one-off schemes; could include outsourced, retained relationship in large organisations, with on site staff.
Employer benefits	<ul style="list-style-type: none"> • Access to new staff who will tend to be higher quality and lower cost than other sources; higher employee motivation.
Costs	<ul style="list-style-type: none"> • Staff time; software licences and intranet site page design where required.

Title	Candidate testing/profiling
Description	<ul style="list-style-type: none"> • Professional profiling/testing backed by industry leading businesses such as Saville & Holdsworth and Thomas International; testing of technical skills (eg in IT, engineering where an essential requirement for a role).
Set up/implementation	<ul style="list-style-type: none"> • Employ staff trained with appropriate qualifications, or identify freelance third party resource (HR consultants). • Build website for online delivery.
Pricing	<ul style="list-style-type: none"> • Benchmark to competitive offers. • Include costs of fees for psychometric profile services.
Employer benefits	<ul style="list-style-type: none"> • Access to profiling where not carried out by client. • Database of pre-screened candidates for future use.
Costs	<ul style="list-style-type: none"> • Staff training in use of profiling. • License fees or charges for proprietary methods. • Web development or fees for existing online services.

Title	Reference checking
Description	<ul style="list-style-type: none"> • Checking references, credentials, qualifications, right to work in the UK; for all levels of staffing including background research on senior candidates.
Set up/implementation	<ul style="list-style-type: none"> • Use of in house or third party resources. • Defined process and procedure required to identify type of checking and level of detail by role, function and grade.
Pricing	<ul style="list-style-type: none"> • Menu of fees required for staff type and level of detail.
Employer benefits	<ul style="list-style-type: none"> • Reduces organisational costs for employers carrying out their own reference checking. • Agency can maintain base of pre-checked candidates, accelerating recruitment process.
Costs	<ul style="list-style-type: none"> • Development of processes, procedures, database for data management. • Staff training.

Appendix (contd.)

Title	Retention support
Description	<ul style="list-style-type: none"> • Support/advice to candidates once they have been placed, ensuring any initial problems are quickly resolved and the candidate is fully integrated into the organisation.
Set up/implementation	<ul style="list-style-type: none"> • Appoint/train staff with counselling/mentoring skills. • Prepare policies and procedures. • Liaise with HR and line management on employer team.
Pricing	<ul style="list-style-type: none"> • Cost per person, for given period or number of contacts.
Employer benefits	<ul style="list-style-type: none"> • Reduces risk of losing new hires within first few months, saving costs of re-recruitment and disruption to other staff.
Costs	<ul style="list-style-type: none"> • Staff training.

Title	On-boarding/induction
Description	<ul style="list-style-type: none"> • Fully briefing new starters about the client, creating and issuing company Guides, providing initial job training.
Set up/implementation	<ul style="list-style-type: none"> • Develop process and allocate staff responsibility. • Collect regular updates on relevant legislation, company procedures, etc. • Liaise with HR and line management on employer team.
Pricing	<ul style="list-style-type: none"> • Cost on a project basis.
Employer benefits	<ul style="list-style-type: none"> • Time consuming task transferred out of HR and line management areas. • Ensures consistent and timely information given to new starters or contract/interim staff.
Costs	<ul style="list-style-type: none"> • Staff time or costs of third party resources.

Title	Outplacement
Description	<ul style="list-style-type: none"> • Outplacement advice, briefing and assistance for employees scheduled for redundancy; including assistance with CVs, personal profiles and job applications.
Set up/implementation	<ul style="list-style-type: none"> • Allocate or recruit team to manage and deliver service. • Build database for internal roles that may be available. • Create website or index for job boards and other job sources for leavers. • Create 'drop in' and work room facility for use by leavers/redeployed, with phone/email/online access.
Pricing	<ul style="list-style-type: none"> • Cost per person based on fixed period of time or as required.
Employer benefits	<ul style="list-style-type: none"> • Transfers potentially time consuming and problematic activity to objective, expert, third party. • Access to greater resources and expertise for leavers, maintains morale among remaining staff.
Costs	<ul style="list-style-type: none"> • Staff costs per person in salary. • Office costs per person.

Appendix (contd.)

Title	Candidate satisfaction
Description	<ul style="list-style-type: none"> As part of continuous recruitment assignments, where many applications have been generated, organising and managing research among the applicants/candidates to survey their views on the process and its impact on their view of the client organisation.
Set up/implementation	<ul style="list-style-type: none"> Buy survey and research tools if needed. Create questionnaires and contact candidates to create online/paper responses to questionnaire; or complete as telephone survey (data collection could be outsourced). Collate responses and produce report.
Pricing	<ul style="list-style-type: none"> Cost per project (survey development, administration, report writing and delivery).
Employer benefits	<ul style="list-style-type: none"> Understanding of applicants and the impact of the recruitment campaigns. Feedback on the recruitment process and agencies if involved, with potential for improvement of efficiency and effectiveness.
Costs	<ul style="list-style-type: none"> Project based on per candidate covered if as part of a recruitment campaign.

Title	Data capture/management
Description	<ul style="list-style-type: none"> Capturing and managing data related to recruitment and staffing, such as applications, candidates, or temporary staff details to build a database for use by the client recruitment agencies and suppliers.
Set up/implementation	<ul style="list-style-type: none"> Specialist data analysts and database manager. Software licenses, installation of database technology. Broadband or ISDN lines and network capability.
Pricing	<ul style="list-style-type: none"> Priced per project on monthly fee basis. Additional charges for client staff training.
Employer benefits	<ul style="list-style-type: none"> Database of candidates or staffing details; analysis of profiles (eg for diversity tracking). Removal of transactional activity, improved focus for team. Access to higher quality technology without capital investment.
Costs	<ul style="list-style-type: none"> Hardware, software licenses, telecoms. Specialist staffing.

Appendix (contd.)

Title	Recruitment Process Outsourcing
Description	<ul style="list-style-type: none"> • Management of the recruitment function on behalf of the client, with a team onsite or offsite; project based options include on-site solutions during times of high volumes of recruitment or for projects (new business launch).
Set up/implementation	<ul style="list-style-type: none"> • Set up recruitment consulting team on client site. • Provide access to agency systems. • Define process with client and brief into client staff.
Pricing	<ul style="list-style-type: none"> • Charges based on length of project or days per month required (full time or part time).
Employer benefits	<ul style="list-style-type: none"> • Access to expertise, objective advice and additional skilled resource for recruitment. • Reduced headcount in HR, time saving for line managers. • Greater consistency and quality in recruitment. • Cost reduction and efficiency improvements.
Costs	<ul style="list-style-type: none"> • Staffing costs (salary, bonus) or charges of external resource (typically 60% – 80% of daily fee).

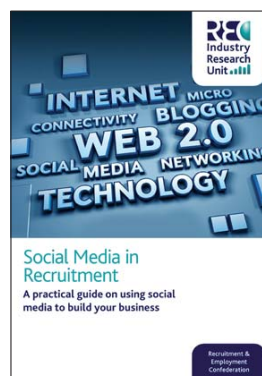
Title	Recruitment technology
Description	<ul style="list-style-type: none"> • Design, specification and/or installation of software for recruitment management (usually bespoke systems); including databases and web based systems.
Set up/implementation	<ul style="list-style-type: none"> • Experienced data analysts and database managers. • Software licenses, installation of database technology.
Pricing	<ul style="list-style-type: none"> • Priced per project. • Additional charges for client staff training. • Additional charges for web development or software development (eg bespoke reporting).
Employer benefits	<ul style="list-style-type: none"> • Access to higher quality technology without capital investment. • Automated management of recruitment processes, collection of data on applicants, candidates, etc. • Analysis and reporting of recruitment activity.
Costs	<ul style="list-style-type: none"> • Staffing and premises, training. • Hardware, software licenses, telecoms.

Other reports available to buy from REC, include:

DEMOS Report



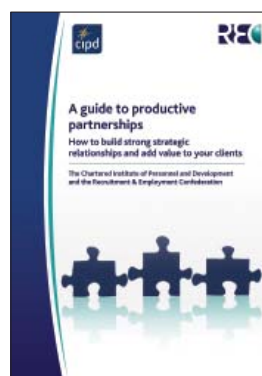
Social Media Report



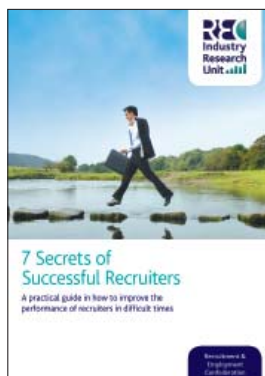
Tech 2020



A guide to productive partnerships, October 2008



7 Secrets of Successful Recruiters



These are available from www.rec.uk.com/research

- ▶ Recruitment's biggest lobbying voice
- ▶ The source of recruitment knowledge
- ▶ Raising recruitment standards
- ▶ Developing successful careers in recruitment
- ▶ Exceeding members' expectations through business support

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