

The background features a complex network of thin black lines crisscrossing the page. A thick, vibrant red curved line sweeps across the bottom right corner, adding a dynamic element to the design.

HUDSON RPO

A Globalized Workforce Strategy in an Era of Talent Chaos

Hudson RPO is pleased to present this
Everest Group report

**A Globalized
Workforce
Strategy in
an Era of
Talent Chaos**

Whether they have international offices, clients or vendors, in one way or another, virtually every organization is impacted by ubiquitous globalization. When it comes to the talent needed to meet fierce competition, it's critical for many organizations to consider ways to diversify and expand their talent pools. This paper examines the supply-demand gap for qualified talent, especially in developed regions, and the need to consider expanding to developing regions.

It offers the benefits of doing so, including cost optimization, increased diversity, hedging geopolitical risks and improving employee engagement.

The paper also gives tangible advice for expanding a global talent force, including creating a solid, inclusive Employee Value Proposition (EVP), designing tailored comp and benefits programs, creating talent development and succession programs and incorporating AI to maximize results.

We hope you will find this paper useful and informative. Please feel free to share with colleagues and clients who will no doubt find the advice and examples useful.

— *Jake*

Jacob Zabkowicz
Global CEO
Hudson RPO



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Globalized Workforce Strategy in an Era of Talent Chaos

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Introduction

The global economy has faced significant instability in recent years. Post-pandemic, pent-up demand and economic stimuli fueled business growth in 2021 and 2022. This contributed to rising inflation and interest rates, culminating in the 2023 economic slowdown.

These economic fluctuations have deeply influenced the global talent market, resulting in shifts in the demand-supply equation. During 2021-22, there was intense competition among enterprises for talent to support rapid business growth, followed by widespread layoffs in 2023. Despite high inflation and interest rates, unemployment remains significantly low across major geographies, highlighting the persistent challenge of managing the talent demand-supply gap.

These disruptions have altered workforce dynamics, driving the adoption of new work models such as remote and hybrid working. Enterprises are leveraging technology to transcend geographical, temporal, and cost barriers in talent acquisition and operations, thereby embracing a more globalized workforce.

As economic conditions improve, the competition for talent and the demand-

supply gap are expected to exacerbate, highlighting the urgency for enterprises to explore alternative talent sources. Addressing these evolving dynamics requires designing sustainable talent acquisition strategies that prioritize globalized talent practices and resilience.

Enterprises are increasingly turning to strategic Recruitment Process Outsourcing (RPO) partnerships to navigate these challenges effectively. RPO partnerships can play a vital role in optimizing talent acquisition processes and enhancing agility.

In this viewpoint, we explore how enterprises can empower themselves to navigate talent acquisition amid this dynamic talent environment and tap into wider global talent pools. The report will focus on the following key questions:

- Why is it important to expand and tap into global talent pools?
- How can technology be leveraged to access global talent?
- How can strategic and innovative RPO partnerships reshape talent strategies through services and engagement models?

Strategizing for the future: diversifying and expanding global talent pools

Embracing a globalized workforce

There is a persistent talent demand-supply gap, particularly in developed regions where local availability of the right talent is limited and scattered. Enterprises can address this challenge by implementing global talent strategies and leveraging skilled workers from diverse regions to bridge the gap.

Employees are seeking greater flexibility and mobility, prompting enterprises to reassess their workforce strategies. Enterprises can respond by developing robust talent strategies focused on agility and mobility by fostering a borderless workforce. A globalized workforce can provide numerous advantages:

- **Expand talent pools:** By tapping into larger global talent pools, enterprises can access specialized skills available in key technology hubs such as Hyderabad (India), Singapore, Bangalore (India), and Hong Kong across various job categories
- **Cost optimization:** Implementing a globalized workforce strategy allows enterprises to benefit from cost arbitrage by establishing offshore/nearshore delivery centers in regions such as Southeast Asia, LATAM, and Eastern Europe
- **Hedge geopolitical risks:** Enterprises can reduce business continuity risks by diversifying their workforce geographically, thus preparing for unpredictable scenarios such as regulatory changes, economic uncertainties, and geopolitical tensions
- **Reduce barriers to market entry and aid business expansion:** A multilocation strategy supported by a globalized workforce with local knowledge and language capabilities can lower barriers to entering new markets
- **Enhance diversity and cultural exchange:** Leveraging a global talent pool enhances workplace diversity and enriches organizational culture
- **Improve employee satisfaction and belonging:** A globalized workforce offers employees greater flexibility in work locations, hours, global mobility, exposure to global projects, and diverse roles. This fosters a sense of belonging and promotes job satisfaction

To capitalize on these benefits, enterprises must strive to ensure their talent strategy is ready for a globalized workforce. This can be done using the following steps:

Developing a globalized Employee Value Proposition (EVP)

To attract and retain a diverse global workforce, enterprises must craft an EVP that resonates universally while reflecting the organization's core values and culture. A global EVP ensures consistent messaging and enhances employee satisfaction by offering a unified experience across geographies. Benefits of a strong global EVP include:

- Competing effectively for talent and attract skilled professionals from different countries for both in-country and cross border profiles
- Enhancing employee satisfaction through increased global opportunities, exposure, and diverse experiences
- Fostering a cohesive organizational culture by ensuring consistent employee experiences across geographies

Steps to develop a globalized EVP include:

- Audit existing work culture and identify potential areas of improvement from a global workforce perspective
- Align workforce planning with long-term business expansion goals
- Develop ideal employee/candidate personas and career paths
- Create impactful employer branding tailored to global expectations
- Gather employee feedback to refine the EVP
- Implement the EVP across targeted geographies
- Establish a feedback loop to refine the EVP continuously

To enhance their localized EVP strategy, enterprises should integrate regional and cultural nuances, tailoring their employer brand to resonate with specific countries and diverse audiences. This involves conducting thorough research to understand local talent markets, competitors, and employee expectations. By customizing elements such as cultural fit, delivery style, and messaging tone, enterprises can significantly boost their attractiveness as employers regionally.

The factors to consider when evaluating regional nuances include:

- Compensation and benefits
- Workplace culture, diversity, and inclusivity
- Work-life balance
- Job security
- Career development, progression, and growth
- Global mobility and exposure

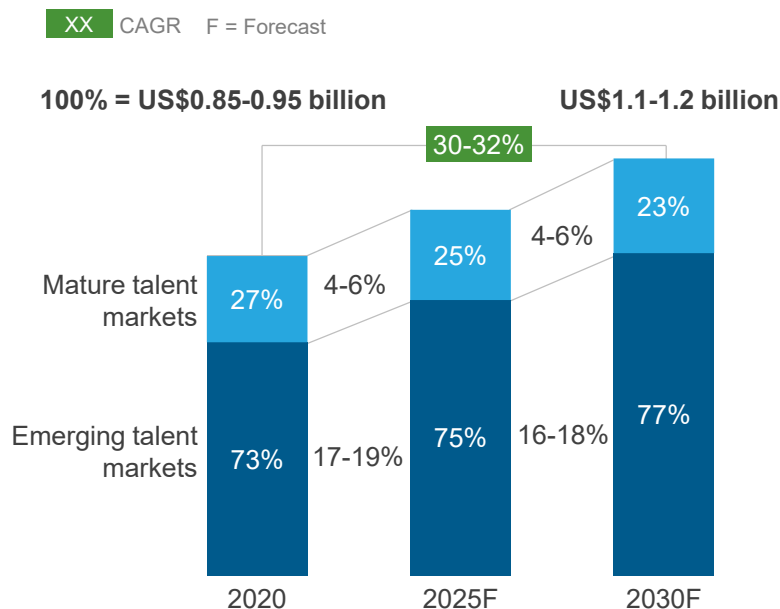
Accessing emerging geographies to unlock new talent sources

To access a global workforce, enterprises must intensify their efforts in sourcing talent from regions with abundant skilled talent pools, particularly in developing economies across APAC, Africa and LATAM. These regions boast a significant demographic advantage, with approximately 85% of the global population residing in developing countries and over 70% of skilled workers based there.

Skilled workers in emerging markets are expected to grow significantly contrasting with mature markets where populations are aging due to low birth rates and extended life expectancy. To sustain business growth, enterprises must tap into these emerging markets to offset demographic challenges and capitalize on expanding skilled talent. Exhibit 1 depicts the growth of skilled workers across regions.

Exhibit 1: Global distribution of skilled workers^{1,2,3}

Source: Wittgenstein Centre population statistics median projection scenario



When framing their sourcing strategies, enterprises must evaluate and select emerging talent markets based on relevant skill sets, quality and availability of talent pools, alignment with the enterprise's operational model and strategic synergies, cost advantages, and compliance considerations associated with recruitment.

Using outsourcing models such as Employer of Record (EoR) and co-employment with Professional Employer Organizations (PEOs) can facilitate access to these geographies without requiring physical presence in every country. This enables enterprises to leverage local expertise and infrastructure while mitigating operational and regulatory complexities associated with global talent acquisition.

¹ Everest group defines the skilled working population as individuals aged between 20 and 64 years who have completed post-secondary education

² Everest group defines emerging regions as Africa, Asia, Central, Latin, and South America

³ Everest group defines mature regions as North America Australia, New Zealand, and Europe

Alternative talent sourcing models

In addition to establishing a global EVP and accessing talent from emerging markets, enterprises must prioritize comprehensive workforce planning to facilitate a globalized workforce. This entails forecasting talent demands, evaluating internal and external talent supplies, and bridging identified gaps. Globally, factors such as government policies, economic conditions, workforce migration, and technology advances must also be considered for effective workforce planning.

Talent acquisition leaders need to chalk out volumes across various channels of talent acquisition and development. This includes developing internal talent through skills-enabled approach, recruiting lateral hires with relevant skills, and deploying structured programs for early careers and graduate hiring.

The pandemic's aftermath, marked by both rapid growth and subsequent slowdowns, has compelled enterprises to rethink their workforce planning strategies and enhance agility to avoid cyclical hiring and layoffs. Implementing skills-enabled hiring approaches can address challenges such as talent alignment, talent movement/redeployment, and defining clear career pathways thereby boosting employee satisfaction and reducing attrition rates.

Using alternative sourcing models such as internal talent mobility programs and early careers and graduate hiring can yield significant benefits, as depicted in Exhibit 2.

Exhibit 2: Advantages of alternative talent sourcing models

Source: Everest Group (2024)



Enhance employee engagement



Predict and build contingencies for future skill gaps



Decrease in employee turnover



Augment and expand talent pipelines



Increase agility and reduce talent acquisition time and cost

Here are the two alternative talent sourcing models in detail:

- **Internal mobility and upskilling/reskilling program**

Enterprises can implement a skills-based approach to prepare employees for future roles and bridge skills gaps. This serves as an alternative talent strategy with significant benefits in terms of dollar value. Upskilling or reskilling existing employees enhances productivity in their current roles and enables redeployment to niche or scarce roles where traditional recruitment channels face challenges. This approach boosts organizational agility and offers appealing career and global mobility opportunities for employees

To effectively develop an internal mobility and upskilling/reskilling program, enterprises can follow this roadmap:

- **Conducting skill audits:** Assess current workforce skills using skills-gap assessment, mapping them to job roles and identifying gaps between current capabilities and future requirements
- **Identifying future competencies:** Use talent and data analytics to predict future talent needs aligned with business goals. Develop upskilling/reskilling strategies to bridge skill gaps and meet future requirements
- **Enabling internal talent mobility and redeployment:** Establish a tech-enabled internal mobility strategy. Deploy an internal marketplace where managers can promote internal candidates for new openings based on skills and job adjacencies
- **Integrating skilling journeys with career pathways:** Map skills and competencies to define clear career paths and succession plans for crucial roles. This ensures individual growth and career development and alignment
- **Monitoring and refinement:** Develop a framework to monitor program performance using metrics such as adoption rates, time to fill positions, fill rates, overall attrition, and cost savings

- **Early careers and graduate hiring**

Acquiring talent early in their careers offers significant advantages for enterprises. An effective early careers and graduate hiring program serves as a lever to source malleable talent and build a sustainable talent pipeline. These programs develop talent for strategic and advanced roles and fill niche or scarce positions where traditional recruitment methods fall short.

When integrating early careers and graduate hiring into a global talent acquisition strategy, talent acquisition leaders must determine which job roles and categories are best suited for this approach. Early careers and graduate hiring programs also enhance diversity initiatives.

Components of an effective early careers and graduate hiring program:

- **Structured internship/apprenticeship program:** Identify mentorship and internship projects to introduce candidates to enterprise culture and assess their performance for preplacement offers

- **Graduate recruitment program:** Recruit candidates for relevant profiles through virtual or in-person placement drives, offering tailored employee journeys such as graduate engineer trainee and management trainee programs for Full-time Equivalent (FTE) roles
- **Early careers program:** Recruit candidates with 0-3 years of experience for entry-level roles, offering foundational experiences, training, and skill development to shape them according to your role requirements early in their careers

To maximize impact, enterprises must consider the following aspects when designing their early careers and graduate hiring programs:

- **Define campus/university hiring requirements and strategy:** Clearly outline the number of candidates needed and the specific roles suitable for campus recruitment
- **Campus engagement design and brand strategy:** Cultivate strategic partnerships with colleges and universities. Plan regular engagements through live projects, guest lectures, and collaborations with student clubs to enhance the enterprise's EVP and attract high-quality candidates from the student community
- **Event management and administration:** Partner with career fair organizers and use event management platforms to organize campus programs. Leverage recruitment marketing platforms, assessment tools, and specialized early graduate hiring partners to streamline campus hiring processes
- **Early careers strategy:** Develop an end-to-end strategy for sourcing, screening, and engaging candidates in the early stages of their careers, typically with basic skill sets and limited work experience (0-3 years)
- **Candidate assessment design:** Design a comprehensive evaluation framework to effectively assess the skills proficiency and abilities required for both interns and permanent recruits
- **Training and deployment:** Design tailored talent development programs for early careers and graduate hires, focusing on relevant training and upskilling initiatives aligned with business needs

This structured approach ensures enterprises effectively attract, assess, develop, and deploy early careers and graduate talent, enhancing their workforce with future-ready skills and capabilities.

“We have designed a high-touch program for new graduates, engaging closely with universities. This initiative includes scheduling personalized sessions to support their transition and adopting relocation practices.”

– Global Recruitment Head of a technology firm

Strategizing for the future: leveraging technology, analytics, and AI to access global talent

The role of emerging technologies to cultivate a globalized workforce

An optimized recruitment technology stack with multidirectional data flow with the enterprise’s HRIS systems is vital for supporting a multiregional talent acquisition program. It can enhance the productivity of the talent acquisition team by improving process efficiencies across the recruitment life cycle, reducing hiring costs, improving time to fill, and enhancing the stakeholder experience for candidates, recruiters, and administrators.

While the market offers numerous recruitment technology options, these solutions can generally be categorized into three broad groups, as illustrated in Exhibit 3.

Exhibit 3: Classification of recruitment technologies

Source: Everest Group (2024)



Talent intelligence and analytics

Market intelligence
platforms

Skills intelligence platforms

Recruitment data
analytics and reporting



Talent engagement and attraction

Candidate relationship
management

Applicant tracking system

Recruitment marketing
platforms



Process improvement and automation

Robotic process
automation

Candidate assessments

Applications of AI and
gen AI

Internal mobility platforms

High volume hiring
technologies

A well-integrated technology ecosystem can effectively support the design and deployment of a global talent acquisition program through the following strategies:

- **Mobilize global EVP using recruitment marketing:** Once the global EVP is developed and localized for target markets, enterprises can employ recruitment marketing channels to communicate it effectively and run targeted recruitment marketing campaigns. These solutions can integrate with Applicant Tracking Systems (ATSs) and Customer Relationship Management (CRM) platforms to target desired candidates. These solutions enable recruiters to identify and engage relevant target candidate pools with specialized content. Key Performance Indicators (KPIs) such as engagement rate and conversion rate can track campaign effectiveness
- **Location analytics and talent intelligence:** To operate a functional global program, leveraging market insights is essential for making informed sourcing decisions. Location analytics and market intelligence platforms can help in:
 - **Identifying talent hotspots:** Identifying locations with specific skill availability to tailor recruitment efforts accordingly
 - **Demand and supply analytics:** Using labor market data to gauge talent demand-supply gaps and predict competitive landscape from talent perspective, thus customizing talent attraction strategies
 - **Compensation intelligence:** Providing regional rate cards and fluctuations in compensation packages to optimize recruitment strategy
 - **Support diversity hiring:** Analyze job market data to identify locations with a high concentration of diverse talent for specific roles. Benchmark internal diversity metrics against industry standards and competitors to establish clear goals
- **Manage compliance using bi-directional dataflow:** Many ATS and CRM platforms seamlessly integrate with enterprise Human Capital Management (HCM) systems. This integration aids in compliance reporting, requisition flow, employee records management, and risk mitigation during international hiring processes
- **Improve hiring quality using a skills-enabled approach:** Skills intelligence and assessment platforms enhance hiring accuracy and quality by offering personalized insights through candidate performance feedback analysis. These platforms predict job fit and optimize hiring decisions

When evaluating recruitment technology tools for your enterprise, it's crucial to ask the following questions to ensure they meet specific needs and deliver measurable results:

- How does the technology fit into your overall talent acquisition ecosystem and future roadmap?
- What is the ease of integration with your existing technology stack?
- What is the cost of implementing and maintaining the technology and the estimated Return on Investment (RoI)?
- Does the technology comply with your data protection regulations and compliance?

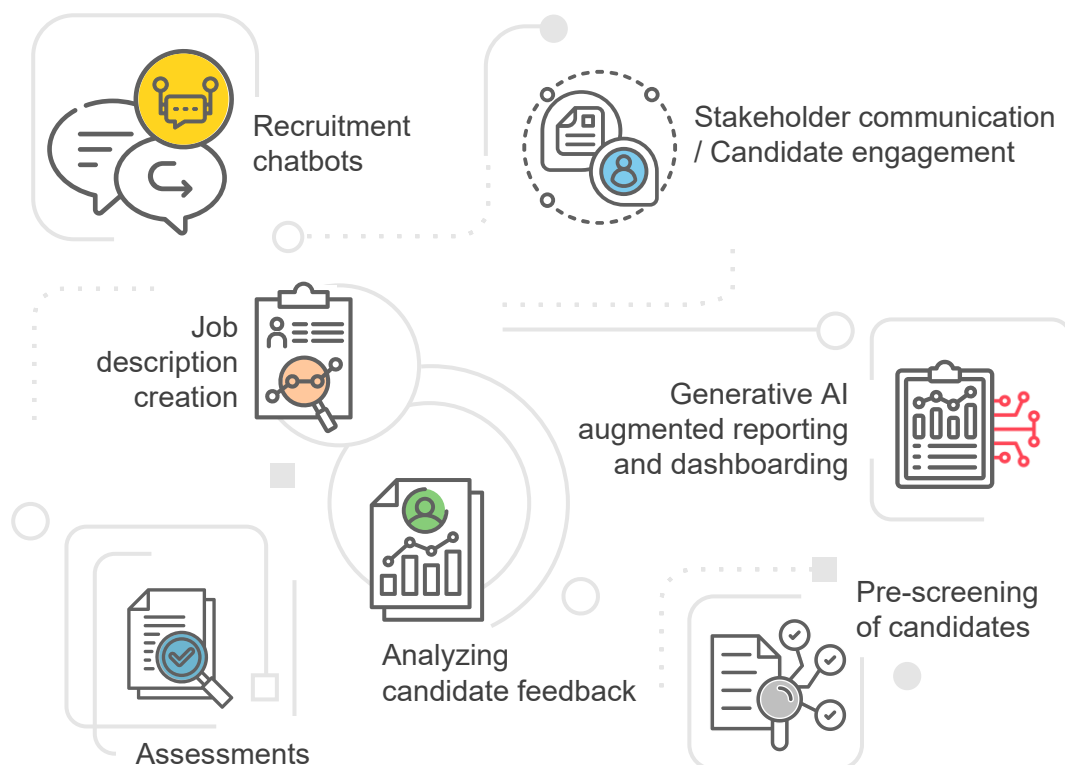
The impact of AI and generative AI on enhancing the efficiency of talent acquisition programs

AI has exhibited significant benefits across the recruitment value chain. While generative AI is gaining attention, its full integration into TA processes is still in development. Harnessing AI and generative AI can greatly enhance recruitment programs by driving efficiencies and facilitating an effective global program.

Previously, AI applications in recruitment included AI matching and sourcing, recruitment chatbots using Natural Language Processing (NLP), assessment tools, candidate profile enrichment, and predicting candidate success through ML. Generative AI now extends these capabilities by automating content generation and optimization across various levels of the recruitment process. Some key applications of generative AI in recruitment are listed in Exhibit 4.

Exhibit 4: Use cases of generative AI across the talent acquisition landscape

Source: Everest Group (2024)



In the rapidly evolving landscape of generative AI, enterprises are exploring various routes to integrate these technologies into their recruitment processes to drive efficiency and effectiveness. Here are the options available:

- **Develop in-house solutions over third-party Large Language Models (LLMs):** Enterprises can choose to develop their own generative AI solutions tailored to their specific needs. This approach offers flexibility to customize, integrate with existing technology stacks, and enhance data security. However, it requires significant investment and longer deployment times, making it more suitable for large-scale enterprises with substantial resources
- **Leverage RPO providers and their technology solutions with generative AI capabilities:** Engaging with RPO providers and leveraging their technology ecosystem and generative AI capabilities can provide a straightforward route for enterprises. RPOs can integrate these technologies into their broader talent acquisition services, serving as strategic talent partners. This option is particularly beneficial for enterprises already engaged in outsourcing for talent acquisition, simplifying access to advanced technologies without extensive internal development
- **Use third-party point solutions with generative AI capabilities:** Alternatively, enterprises can opt for third-party point solutions that specialize in specific generative AI applications. When selecting these solutions, enterprises should consider factors such as ease of integration with existing systems and data security. This approach is suitable for enterprises looking to address particular use cases or enhance specific aspects of their recruitment processes

Remodeling your global talent acquisition program through an RPO partnership

Establishing a globalized workforce and redesigning talent strategies to meet evolving workforce dynamics involves strategic investments. Setting up a comprehensive in-house talent acquisition team at global and regional levels offers enterprises greater control over recruitment processes. However, developing an in-house recruitment team requires significant time and financial investments.

Alternatively, leveraging an RPO provider can yield significant advantages. RPO partners act as strategic allies, bringing deep recruitment expertise to help enterprises streamline their global talent acquisition efforts effectively. This approach allows enterprises to delegate recruitment tasks to seasoned professionals, freeing up resources to focus on core business priorities.

The increasing adoption for multi-country RPO deals over the past few years has been outlined in Exhibit 5.

Exhibit 5: Growth in multi-country RPO deals

Source: Everest Group (2024)



Leveraging an RPO provider can yield significant benefits and effectively address various talent-related challenges. One key advantage is enhanced cost efficiency by leveraging offshore/nearshore recruitment teams, which can lower overall recruitment expenses. Adopting an RPO model also transforms fixed costs associated with maintaining a large in-house talent acquisition function into variable costs, structured as per-hire fees paid to the RPO provider. This shift can provide clear accounting benefits and improve financial flexibility.

Moreover, RPO partnerships offer agility in scaling recruitment operations up or down, which is essential during periods of fluctuating demand, such as those experienced recently. This flexibility allows enterprises to adapt swiftly to changing market conditions without compromising on recruitment efficiency.

In addition to cost savings and operational flexibility, RPO providers contribute significantly to developing globalized talent acquisition programs. They offer value-added and specialized offerings such as employer branding and EVP, DEIB strategies, recruitment marketing, automation, location-specific labor market insights, internal mobility initiatives, skill development programs, robust market intelligence and analytics, and early careers and graduate hiring programs.

Furthermore, RPO providers expedite time-to-market in regions where enterprises lack an established presence. By using in-country delivery centers and strategically located Centers of Excellence (CoEs), RPOs enhance industry expertise and facilitate cross-deployment of recruiters across multiple regions. This approach optimizes talent sourcing efforts and expands access to qualified candidates.

In summary, partnering with an RPO provider empowers enterprises to build future-ready talent acquisition capabilities, enhancing operational efficiency, cost-effectiveness, and agility in response to dynamic market conditions.

Typical RPO engagement models

Enterprises can leverage RPO providers for their global talent programs through various engagement options tailored to their specific requirements, existing internal talent capabilities, and the urgency of talent needs. These models vary in scope and duration. Common models prevalent in the market are outlined in Exhibit 6.

Exhibit 6: Typical RPO engagement models

Source: Everest Group (2024)

Strategic nature



Recruiter on demand

RPO provider will deploy recruiters on demand as per enterprise requirements to allow for scaling up and down within a short turnaround time



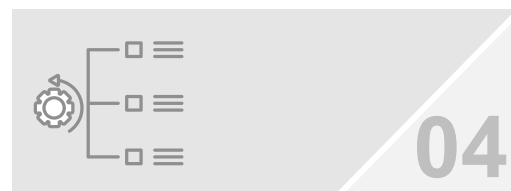
Project RPO

Address short-term or urgent hiring requirements and sudden increases in hiring volumes. The engagement period is less than a year and scope can be tailored



Modular RPO

Customized scope of engagement with outsourcing support for specific processes of the recruitment value chain, such as sourcing, screening, scheduling, etc.



End-to-End RPO

Address short-term or urgent hiring requirements and sudden increases in hiring volumes. The engagement period is less than a year and scope can be tailored

For enterprises new to recruitment outsourcing, limited-scope models such as Recruiter on Demand (RoD), modular RPO, and project RPO can serve as entry points to test and evaluate suitability before committing to broader RPO engagements. Enterprises can strategically choose these models based on alignment with internal talent functions. Alternatively, enterprises can opt for comprehensive end-to-end global multi-country RPO deals to fully leverage the benefits offered by RPO providers. In such engagements, RPO providers act as strategic partners in establishing a globalized workforce.

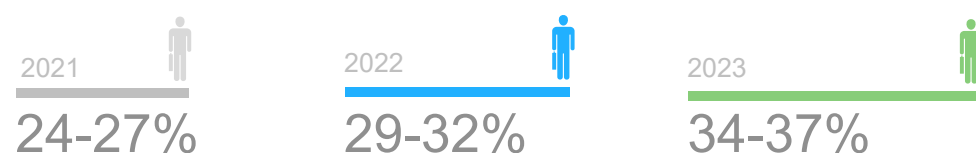
Consulting and advisory services

Designing an effective talent acquisition program remains a top strategic priority for talent acquisition and HR leaders across enterprises. In this endeavor, leaders often seek third-party advisory services to aid decision-making and streamline specific processes aligned with their global workforce plans. RPO providers have bolstered their consulting and advisory capabilities, leveraging their deep operational expertise in recruitment and extensive data repositories from diverse enterprise engagements worldwide. As strategic demands from enterprises evolve, RPO engagements are increasingly seen as strategic partnerships rather than mere providers.

Consequently, enterprises are partnering with RPO providers for standalone and integrated consulting engagements. This collaboration helps enterprises capitalize on RPO providers' industry expertise to refine their global talent programs across multiple aspects. The inclusion of consulting and advisory services in RPO engagements reflects this growing trend, as depicted in Exhibit 7.

Exhibit 7: Increasing adoption of consulting/advisory services in RPO engagements⁴

Source: Everest Group (2024)



RPO providers offer a range of consulting services, as illustrated in Exhibit 8, that can deliver significant value to enterprises implementing a globalized talent strategy. Location advisory services, for instance, are instrumental in selecting optimal talent-sourcing locations. They provide detailed insights into skills availability, talent pool size, candidate personas and priorities, recruitment costs, compensation benchmarks, time-to-market considerations, and regulatory challenges.

⁴ Analysis based on total active RPO deals

Additionally, RPO providers can develop enterprise-wide internal mobility programs based on a skills-based framework. This involves creating skills taxonomies, mapping skills to job roles, identifying skills adjacencies, and promoting the program across the enterprise.

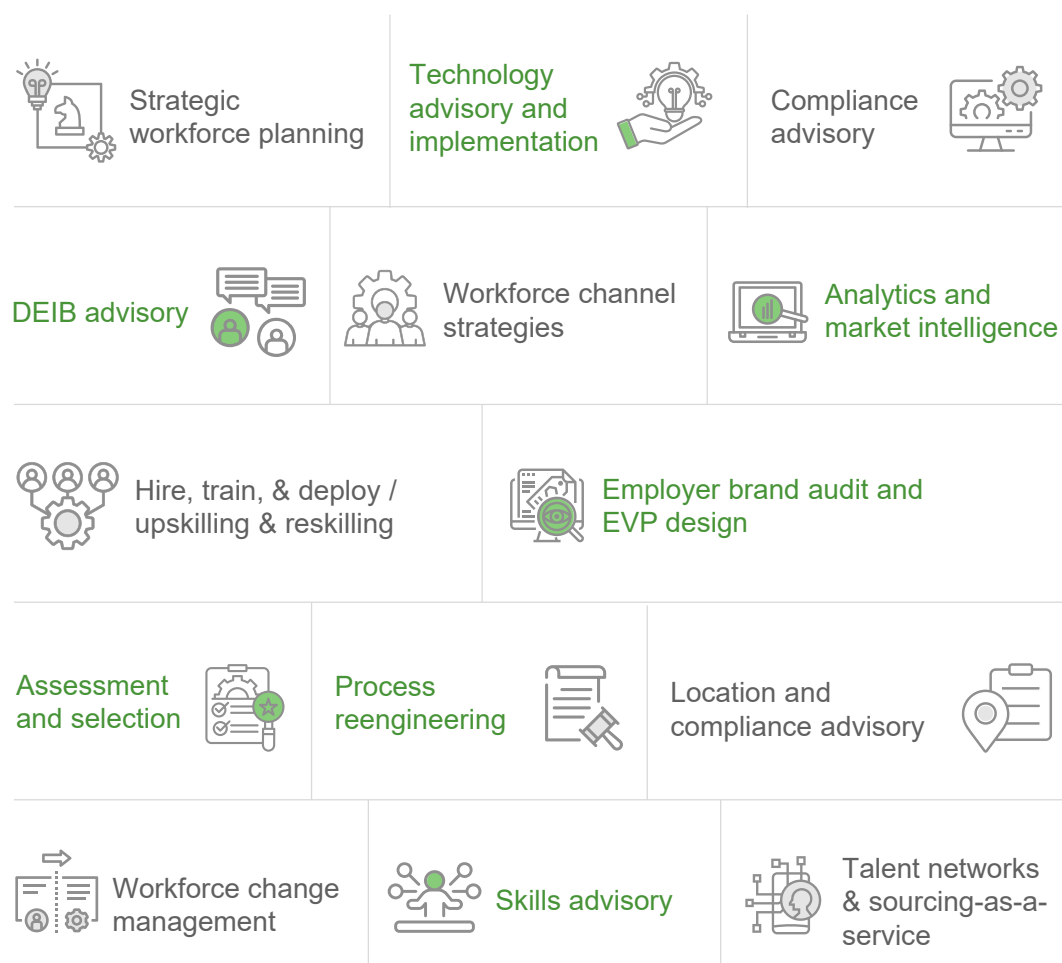
Furthermore, RPO providers play a vital role in designing and implementing global EVPs. Their services encompass EVP creation, market sentiment analysis, employer branding and strategy formulation, candidate experience support, communication strategies, and go-to-market execution.

The range of consulting and value-added offerings is outlined in Exhibit 8

Exhibit 8: Consulting and advisory offerings by RPO providers

Source: Everest Group (2024)

● Emerging segments



Measuring the value and Rol of RPO programs

While RPO programs can drive significant efficiencies and bring value to enterprise talent acquisition strategies, it is important to analyze the Rol from the RPO engagement. This involves assessing various tangible and intangible metrics to measure their impact before and after the implementation of the RPO engagement, and on an ongoing basis during the engagement period.

In addition to direct benefits, effective RPO program also yield indirect benefits. Developing a framework to track and measure these indirect benefits can be complicated. Key metrics can be broadly categorized into quantitative and qualitative categories, as depicted in Exhibit 9.

These metrics can be incorporated into the RPO contract through Service Level Agreements (SLAs) and KPIs. They should be measured at both global and regional levels to evaluate RPO providers' impact on the recruitment process.

Exhibit 9: Key metrics for RPO engagement

Source: Everest Group (2024)



Quantitative metrics

Measured at regional level

Time to fill

DE&I ratio

Cost per hire

Measured at global level

Requisitions per recruiter

Process accuracy



Qualitative metrics

Measured at regional level

Quality of hire

Talent pipeline

Measured at global level

Candidate engagement levels

Stakeholder experience

Quantitative metrics

These metrics are instrumental in evaluating the direct benefits, effectiveness, and efficiency of the RPO program. Regular monitoring of these metrics helps manage costs, improve recruiter productivity, and optimize the recruitment cycle:

- **Time to fill:** The average duration from opening a requisition to the candidate accepting the offer
- **Cost per hire:** Measures the financial impact and hiring process efficiency. This includes the fee-per-hire paid to the RPO provider and other administrative and onboarding costs. It can be calculated by dividing the total recruitment cost by the number of hires within a specified period and compared with pre-RPO implementation costs
- **Diversity, Equity, and Inclusion (DE&I) ratio:** Reflects the proportion of diverse hires relative to the enterprise's diversity goals. It can be included as an SLA in the engagement and tracked by monitoring the diversity ratio among new hires
- **Requisitions per recruiter:** Defines the number of requisitions each recruiter handles within the RPO engagement. Monitoring this metric assesses overall program efficiency
- **Process accuracy:** Assessed through metrics such as candidate data accuracy in ATS, internal audit findings, and error rates in documentation

Qualitative metrics

These metrics evaluate the indirect and non-data-driven parameters to complement quantitative assessment, providing insights into the overall value derived from the RPO program. They are frequently measured through voice-of-employee initiatives, focus group discussions, and feedback channels:

- **Quality of hire:** Measures new hires' performance and fit in the short and long terms, assessed through internal performance management systems and attrition rates
- **Stakeholder experience:** Measures satisfaction levels of hiring managers and other stakeholders regarding the overall recruitment process, including recruiter performance, technology use, and its impact on recruitment outcomes
- **Candidate engagement levels:** Assesses candidate experience throughout the recruitment process, typically measured through post-process surveys and a Net Promoter Score (NPS) framework
- **Talent pipeline:** Assessed through metrics such as the number of sourcing channels deployed, growth in applicant pool size, and demographic and geographic diversity of candidates

Conclusion

To bridge the widening talent demand-supply gap, reduce costs, access specialized skill sets, and enhance enterprise agility and resilience, enterprises must establish a global workforce strategy. This involves several key steps:

- **Developing a global EVP:** Create a cohesive global EVP tailored to different target countries, aligning with local preferences and workforce expectation
- **Comprehensive global workforce planning:** Undertake thorough workforce planning to forecast talent demands, assess internal and external talent supplies, and bridge identified gaps effectively
- **Using alternative sourcing models:** Implement internal talent mobility programs and early careers and graduate hiring initiatives to acquire and redeploy talent strategically
- **Leveraging analytics, market intelligence, and technology:** Use data-driven insights and advanced technologies to optimize global talent acquisition processes and enhance decision-making

Enterprises can engage with RPO providers strategically to leverage their specialized recruitment expertise, offer support for alternative sourcing channels, and access a robust talent acquisition technology ecosystem. An RPO provider can assist enterprises by leveraging strategically located CoEs and managing regulatory requirements across multiple countries. These engagements typically incorporate SLAs and KPIs into contracts, enabling enterprises to effectively measure the value delivered by the RPO provider. This structured approach not only enhances the efficiency of talent acquisition processes but also ensures alignment with strategic objectives, fostering organizational agility and resilience in a global context.

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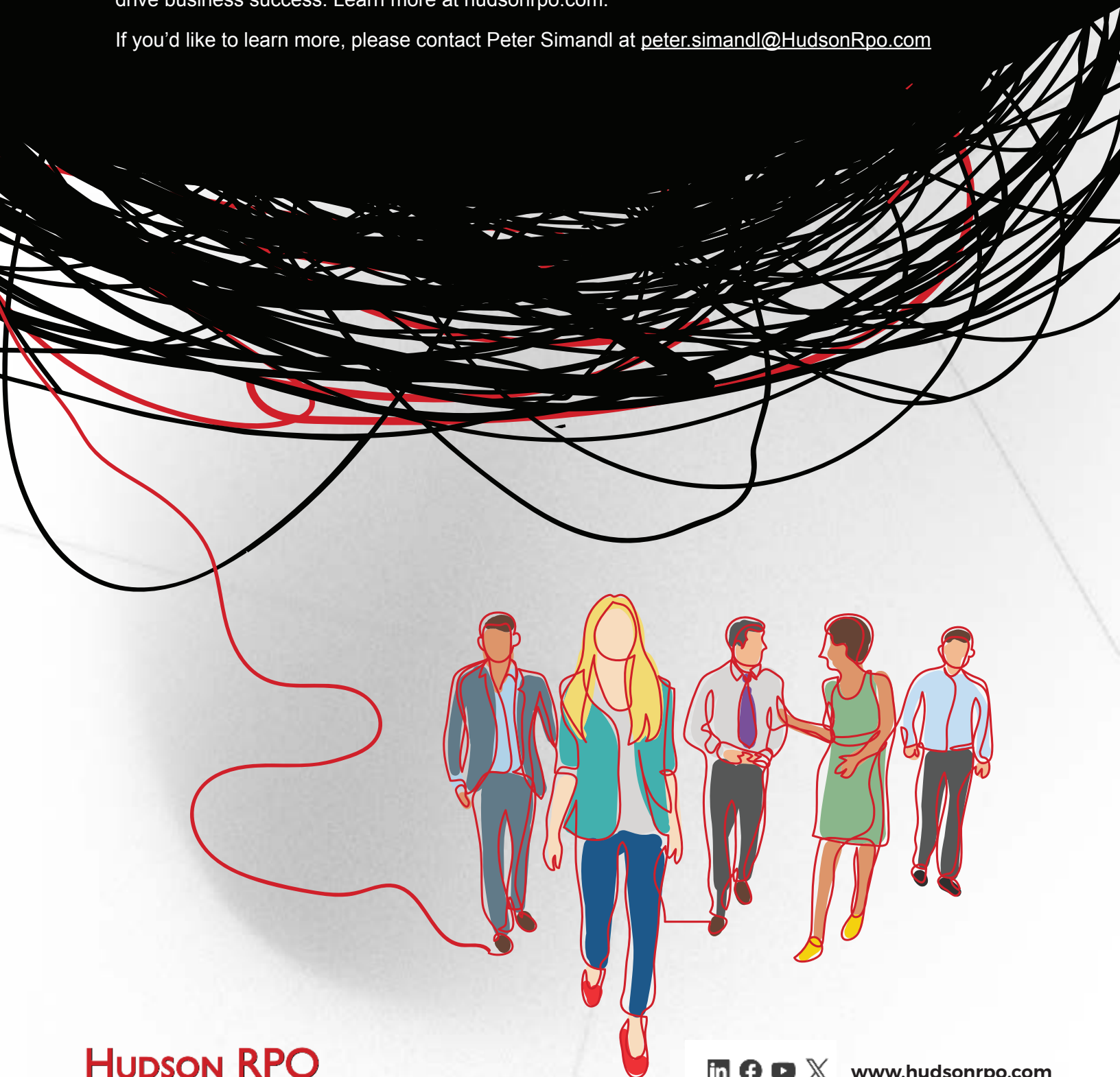
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