

The Gap in Talent Acquisition

Introducing Recruitment Process Partnership (RPP)

The past decade has seen the rise and fall of various strategies in talent acquisition, as companies adapt to and integrate new technologies, new tools and new models. The movement is anchored by the emergence of internal teams tasked with driving efficiency, cost savings and results as the primary recruiting option.

Yet, this same strategy has created new gaps that have yet to be filled. The shifting roles of job boards, LinkedIn, social media, and search firms offer several examples. But focus first on RPO, which has experienced a recent dramatic rise and decline as a sustainable HR strategy.



RPO originated as an extension of HRO, or human resources outsourcing. With the successes in outsourcing payroll, benefits and other transactional HR tasks, it was thought that recruiting should follow. In its original form, RPO was conceived as an alternative to the lofty expense associated with utilizing contingency and retained search agencies and to the rising overhead costs incurred in building or expanding an entirely in-house recruitment function. Yet, RPO has always existed with one fatal flaw: hiring key people is not a transaction. And, there is an inherent risk in entrusting a third party to 'own' the hiring process for your best employees.

For the past decade, RPO was integrated inside mostly big companies, those with significant employee attrition or strong growth necessitating the need for more talent. Today, there are more than 75 companies in the world with at least 100,000 employees. Regardless of their performance, each of them naturally loses thousands of employees each year to turnover and attrition.

For these organizations, RPO was a welcome relief, a chance to offload the burden of a massively complex employment process.

THE DECLINE OF RPO

Truth be told, RPO never caught on with specialty pharmaceutical, medical device, diagnostics or biotechnology companies. Instead, it was Big Pharma and their need to onboard thousands of sales reps with the launch of every new blockbuster drug. And once the industry shifted away from massive commercial organizations, even those contracts began to disappear.

The majority of companies realize that RPO never made sense for their business. And the most ardent of RPO champions in the life sciences, those who took the plunge, now admit to cracks in the strategy. To recruit effectively in the life sciences takes at least a basic understanding of specialist roles like pharmacokinetics, regulatory affairs or reimbursement. And RPO clients learned the hard way what happens when an inexperienced Client Manager tries to recruit outside their comfort zone.

CEO's frequently state that people are a company's most valuable resource. And the responsibility for attracting and hiring key people into an organization should never be fully outsourced. Just as job boards, social media and online recruiting have taught us, hiring real people is not purely transactional. So where is the logical compromise for the recruiting function with regards to efficiency and cost savings versus quality?



INTRODUCING A NEW MODEL

Enter the concept of Recruitment Process Partnership (RPP). Where the 'outsourcable' parts of recruiting are outsourced yet ownership over the decision-making process remains intact. Flexibility reigns with a partnership that is there only when you need it, through a cost-effective flexibility not found in traditional RPO.

Perhaps most importantly, the RPP model is predicated on identifying and attracting the best-*in*-market talent versus the best-*on*-market talent. In so doing, RPP frees up corporate TA professionals from the day-to-day focus on candidate development. And it allows them to act strategically, resulting in a competitive talent advantage.

BeakerTalent invented the RPP model to extend the capabilities of a corporate recruiting team through access to our veteran life sciences industry recruiters.



Different from search firms, RPP is seen as a front-line alternative to agency use, a way to keep

costs low while still targeting the best passive candidates across the industry. Our role is to quickly and efficiently build the slate of qualified, motivated candidates needed to fill open positions with the client having complete ownership over the critical stages of candidate evaluation and the hiring decision.

WHY DOES IT WORK?

The cost and justification for search firms are no longer acceptable across an organization, as they once were. Corporate recruiting teams are effective but benefit most from a flexible 'relief valve' to supercharge their recruiting capability and maximize their capacity. The RPP model has no off limits, allowing companies to focus on the entire passive candidate universe.

And, benefits in terms of cost-savings, averaging 40-60% less than traditional search fees, are significant.



Not to be confused with candidate research, RPP relies upon an efficient external sourcing and recruiting teams for targeted hiring initiatives to manage candidate outreach, qualification and development, while clients maintain internal control of candidate interviews, evaluation and final stages of the recruiting cycle.

For big companies, RPP is a strong complement to an internal recruiting team, freeing them to focus on their clients and their candidates. For smaller, companies, RPP provides the same benefits and capabilities as the best internal sourcing teams, at a cost far less than relying upon contingency or retained firms.

A gap exists in traditional talent acquisition, but the team at BeakerTalent is here to fill it for companies across the life sciences industry.

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