

Global Need, RPO Solution

The world's leading water treatment company needed a worldwide recruitment strategy. They got it.

BY CHARLIE PAJOR

Chicago-based Nalco is the world's leading water treatment and process improvement company. Employing more than 11,500 people in 130 countries—and supported by a comprehensive network of manufacturing facilities, sales offices, and research centers—Nalco helps its customers in many ways: reducing energy, water, and other natural resource consumption; enhancing air quality; minimizing environmental releases; and improving productivity.

Early in 2008, Nalco identified the need to establish a clear global recruitment strategy that was to be designed to attract highly qualified candidates to its organization. A key Nalco growth tactic is to target opportunities in various parts of the world under its so-called BRIC+ strategy—focusing on Brazil, Russia, India, China, and other key areas (including the Middle East, Caspian Sea and West Africa).

Hiring new employees, especially sales engineers and researchers, in each of those regions is critical to supporting the company's growth plan. In order to support this effort, Nalco sought to establish a global recruitment partner, and circulated a request for information to four major industry players, including Hudson, the company it chose.

Given the early-stage development of Nalco's recruitment function in international markets at that time, recruitment process outsourcing provider Hudson proposed two possible solutions:

- 1) A master contractor/managed vendor model with oversight of core suppliers; or
- 2) A recruitment process outsourcing (RPO) arrangement.

Hudson's RPO solution included a dedicated, on-site delivery team to manage a complete life-cycle recruitment process, including global account management, sourcing, technology design and workflow, change management, reporting mechanisms, vendor management, and global service levels. The solution also provided a customized turnkey solution that could be transferred to Nalco as its recruitment infrastructure and businesses matured in the various markets.

Nalco ultimately chose the Hudson RPO route for four key reasons:

- Building a consistent, quality recruitment process and supporting policies;
- Generating a rich pipeline of talent;
- Geographic diversity; and
- Greatest return on investment.

Soon after Hudson was engaged, however, the global recession hit, presenting a combination of challenges and opportunities for Nalco. The decision was made to launch an aggressive productivity program that focused on improved efficiency, providing savings that allowed Nalco to

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Nalco Talent Management Director

shift the company's employee base, reducing headcount in some regions while adding in its targeted BRIC+ growth areas.

Laurie Marsh, Nalco's vice president of human resources, recalls: "During 2009, it was essential that we effectively redeployed hiring efforts to position ourselves for growth in the BRIC+ markets."

Aside from supporting the hiring needs within growth markets, one of the key elements of the solution was to build a multi-tiered sourcing strategy with a focus on direct sourcing. As part of executing this strategy, Nalco's average time-to-hire dropped 52 percent across all regions with the RPO model within the first 18 months of the engagement. For 2009, that period shrank to just 38 days, resulting in significant cost savings to the corporation. Plus, 95 percent of all professional-level hires (approximately 450 in all) during 2009 were exclusively sourced and placed by Hudson through the RPO arrangement. Nalco saved an additional \$1.8 million by not having to rely on other outside agencies to find and hire talent.

Karen Murphy, Nalco's director of talent management, observes: "We feel that Hudson's partnership in executing our global recruitment strategy over the past few years has been invaluable. We have effectively moved to a centralized, consistent, and cost-effective model, providing greater ability to attract the right candidates to Nalco globally."

Nalco has successfully insourced the turnkey solution for Europe, continues as an outsourced RPO in Asia Pacific, and is now partnering with Hudson to implement the RPO solution in Latin America. **HRO**

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2010 Baker's Dozen Customer Satisfaction Ratings: Top Recruitment Providers

The rankings contained within the Baker's Dozen for Recruitment Process Outsourcing and other service areas in *HRO Today* are based on customer survey data. The indices result from a multi-step process. *HRO Today* identified the top recruitment providers. Our survey research team then asked providers to identify customers to be surveyed. Using the *HRO Today* database, we identified other buyers to survey. Each respondent was asked about services provided, scope and scale of services, and the quality and satisfaction with the services.

Respondents provide e-mail addresses for verification, but responses are kept in strictest confidence. Once collected, information is loaded into the *HRO Today* database and analyzed to

score each provider having a statistically significant sample. For this survey, we received feedback from more than 450 verified customers. The rankings are based on point assignments and weightings of questions—plus a predetermined algorithm that calculates the overall score based on breadth, scope and scale, and quality. Rankings and weightings are determined statistically, and all feedback is from customers. The ratings are not the opinions of *HRO Today* staff. We only provide a methodology, and we do not claim that our methodology is the only viable ratings program available; we do, however, vouch for its statistical validity. We hope this ranking provides you some insight into your next RFP process.

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More than 10,000

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Hudson is a leading provider of permanent recruitment, contract professionals and talent management services worldwide. From single placements to total outsourced solutions, Hudson helps clients achieve greater organizational performance by assessing, recruiting, developing and engaging the best and brightest people for their businesses. The company employs more than 2,000 professionals serving clients and candidates in approximately 20 countries

Services:

Hudson offers clients a variety of outsourced recruitment solutions to meet their business objectives. We work closely with HR and talent acquisition leaders to customize the most effective solution for their company.

- Recruitment process outsourcing: Hudson typically manages the complete lifecycle, providing dedicated recruiting management for your company
- Hybrid or selective RPO: Hudson provides a co-sourced solution, managing either a portion of the lifecycle below, or the entire lifecycle for a specific department or geography
- Project recruiting: Hudson manages the entire lifecycle (or selected portion if requested) for a high volume recruiting need within a defined period of time

Overall Rankings for Providers

Provider	Breadth of Service	Size of Deals	Quality of Service	Overall Ranking
Hudson	8.80	6.07	193.57	425.70

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