

THE POWER RECRUITING ORGANIZATION



Next Generation Technology is Here —
Avoid the “Future-Less” System

An ADP VirtualEdge White Paper

TABLE OF CONTENTS	
I.Executive Summary	1
II.The Stakes Are High	1
III. The Power Recruiting Enterprise Defined	1
IV.Avoid The Future-Less System	2
V.The Foundation To Build On	4



Executive Summary

Remember The Jetsons? The cartoon debuted in 1962 during prime time, based in the 21st century, then decades away. George Jetson was employed by Spacely's Sprockets, though we don't recall him doing much work. We certainly don't remember him dealing with any workforce hiring or enterprise recruiting software issues. These problems must have been resolved through all of the automation that his boss, Cosmo Spacely, implemented. We do know that George Jetson never had to tolerate inadequate technology, never-ending, unsuccessful implementations or his system just leaving him behind; his world was too advanced, his work too important, what with wireless videophones and commuting to his office each day in a flying saucer we all thought wow, what a life in the lap of technology – why can't I have that?

Well, today we are well into the 21st century. Similar to that of the Jetson era technology is here, even though we haven't reached quite that level of Jetson wizardry. The truth is we are surrounded by, and immersed in, technology especially in the ways we acquire and manage our workforce. There is a transformation of the recruiting function underway – a transformation from cost center to strategic weapon, from bulwark of bureaucratic inertia to spearhead of global responsiveness and results. Like prior transformations of functions, this transformation is enabled by next generation technology, driven by the vision of HR as a Power Recruiting enterprise – a hub for the flow of talent, information and results.

But developing and enabling the Power Recruiting enterprise represents a major challenge, primarily because it presents an enormous reflection of the technology supporting the recruiting organization today; would George Jetson be proud or yelling, "Jane! Stop this crazy thing!"

The Stakes Are High

Business is on a quest for better performance. From top line revenues to bottom line profits, continuous improvements throughout the organization are needed in order to maintain and increase an enterprise's market share. Nowhere can the positive impact of improved performance be greater than in the acquisition of an organization's workforce.

As in past years, the discussion about the importance of people to an organization's success has reached a climax. Flooded by the "war for talent" that raged before the dot.com bubble burst, and wrestling with the tight budgets, slow growth and layoffs that ensued, corporations across the globe have awakened to the fact that it is the workforce that matters, and indeed, has become one of the biggest competitive differentiators in companies today.

In a business climate in which performance is driving a new definition of recruiting organizations, industry-leading HR enterprises are looking to advanced recruiting technologies to help them gain competitive advantage. These forward-looking companies are increasingly coming to realize the benefits of how a powerful recruiting solution that is designed and fueled by a "next-generation staffing platform" can not only increase individual recruiter results, but increase the overall skills, knowledge, and experience of their workforce. Unfortunately as many companies are yelling "Jane! Stop this crazy thing"; Power Recruiting enterprises from a wide range of industry sectors now share the view that it is paramount to deploy the best next-generation recruiting platform in support of acquiring these valuable assets.

The Power Recruiting Enterprise Defined

Today's Power Recruiting enterprise is a new kind of company, characterized by having the right talent throughout the organization is critical to competitive advantage. Every employee, starting with the CEO is responsible for attracting, developing, exciting and retaining talented people.

The individual Power Recruiters are explicitly accountable for the strength of the talent pool he/she builds. This agile Power Recruiting enterprise has the respect of their peers and is known for efficiency, responsiveness, and adaptability — all of which add up to a dynamic model. From recruiting strategy to technology tools, continuous improvement and measurement throughout the staffing organization are viewed as critical components to maintain and increase overall performance.

So what are these Power Recruiting enterprises doing differently?

For starters, they are more likely to see the recruiting function as valuable and strategically important, not just putting people in empty chairs. They also tend to take a more strategic, company-wide approach to workforce acquisition, are more likely to measure the impact of their individual performance to the company, and have enthusiastically embraced technology as the underlying catalyst in transforming their overall recruiting results. Perhaps most important, Power Recruiting enterprises don't tolerate inadequate technology as they are at the forefront of understanding and driving the value between their team's performance and the effects it has on the overall 'capital' of the business. These "Power Recruiters" drive differentiation, define leadership and deliver results.

Avoid The "Future-Less" System

Of course, technology has been a critical part on recruiting for quite some time. Yet, increasing demands for a higher level of technology delivered to the desktop and throughout the Power Recruiting enterprise are representing new challenges for organizations. Companies today are half human, half tech. One half without the other is unfinished business. But give Power Recruiting organizations weak, inefficient or future-less technology and you zap spirit, stall performance and diminish results.

If "future-less" recruiting technology is so bad, then why do many vendors deliver it?

The answer lies in understanding how the solution provider built its technology platform to support the demands for the Power Recruiting organization. This choice can make the difference between performance that leads a market and performance that lags far behind. Power Recruiting professionals are looking to optimize their business through a robust solution that delivers quality, performance and value to the business. Experience has shown that as important as feature-function is, today's Power Recruiting organizations are taking a more strategic approach in considering "how" the technology platform and overall solution offers value to the staffing objectives – not only today, but into the unforeseeable future.

It's no light matter when it comes to your recruiting software architecture. By definition, the architecture is your recruiting system's platform or foundation which becomes the backbone for the overall experience and performance of your staffing organization. "Technology" or "Architecture" is not something clearly seen or always understood, since it lies underneath the more visible features of a system, but is crucial because it is the most elemental aspect of how a software system is going to perform and support you everyday. It is for this reason that the architecture platform needs to be paramount in your decision in avoiding the "future-less" system.

The value of the underlying architecture can often mean the difference between months of implementation to weeks; hundreds of thousands of dollars to a fist-full; or the difference between a rapid decline in utilization to rapid and broad scale adoption. The architecture also has intrinsic long-term value as it points toward a solution for life experience, one that supports change and growth, versus solutions that leave you stranded.

A common approach in avoiding the future-less system is to prioritize your recruiting software decision based on the answers to a series of questions to help determine if George Jetson would



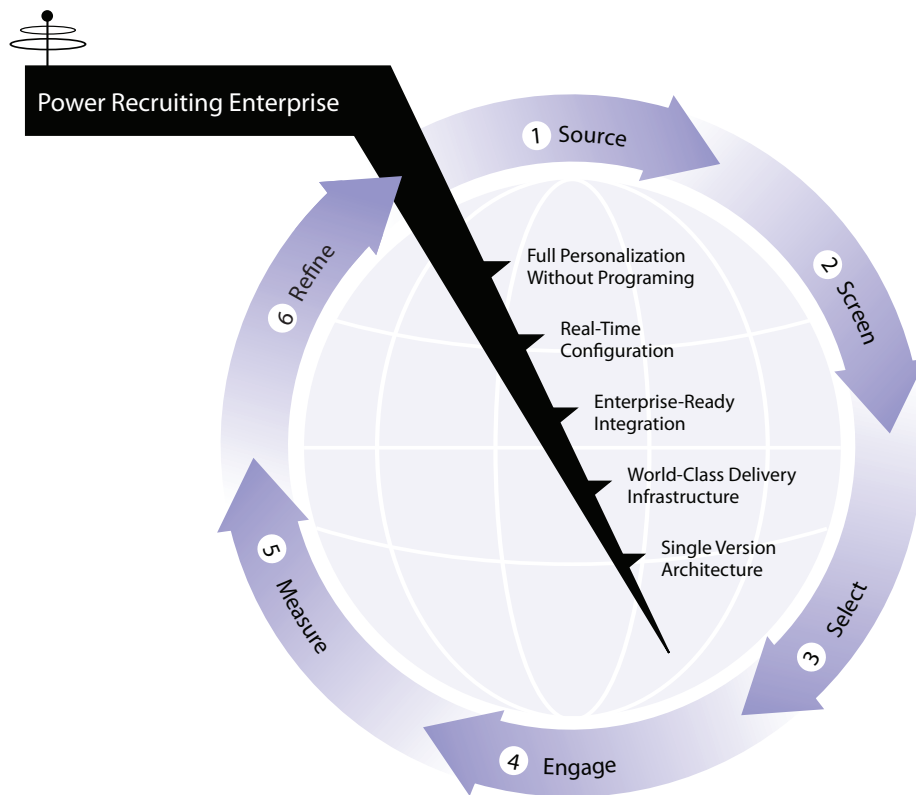
	George Jetson Would be Proud	"Jane! Stop this Crazy Thing"
	Next Generation Systems Offer	Future-Less Systems Offer
1. Does the recruiting solution vendor support multiple versions or one, single version of software? How does the architecture platform ensure time-to-market, change and performance?	<ul style="list-style-type: none"> • Single version software solutions enable high performance, low risk, product scalability, maturity and self service capabilities. • Next Generation Systems support growth and change with real-time configurability and full user personalization without programming. 	<ul style="list-style-type: none"> • Multiple version software solutions inhibit performance, are high risk, offer limited scalability and high service expense. • Future-Less Systems offer limited configurability and only personalization with programming and high cost and risk.
2. Does the recruiting solution vendor support a structured release program? How does the vendor ensure that customers are not left behind or incurring additional costs for new features?	<ul style="list-style-type: none"> • Structured release programs providing customers the benefit of continual evolution of the application from the innovation of the entire user community. Enhancement programs recognize change management and offer customers a configurable road map to value. • Next Generation Systems ensure that no customer is left behind instead provide a reliable, proven next generation partner for performance. 	<ul style="list-style-type: none"> • No structured release program. Customers select "features at will or ala carte"; leaving customers behind with static, customized solutions that can never be part of a release program. The ala carte model is expensive as new programming is required and only introduces risk for all parties. Buyers beware of those vendors offering source code for customer customization.
3. How is the system "future-driven" for performance and next generation needs?	<ul style="list-style-type: none"> • A new era of software that Power Recruiters will push to its limits, grow and change as they grow and change in real-time and never leave them behind. • Next Generation Systems transform Power Recruiting organizations in creating the opportunity to fundamentally shift the enterprise through differentiation, leadership and results – guaranteed today and tomorrow. 	<ul style="list-style-type: none"> • Disparate software with extensive implementation delays, custom programming, no release program and multiple versions of software. • Future-Less Systems offer Power Recruiting professionals inefficient technology that will leave them behind well into the unforeseeable future.

Fundamentally, these are all basic questions to ask in avoiding the "future-less" system. In the face of such imperative, and to optimize workforce acquisition strategies enterprise-wide, companies can no longer afford to use existing recruiting applications that do not support the Power Recruiting organization. These disparate systems with extensive implementation delays, custom programming and multiple version products endanger performance and are not future-driven.

The Foundation for the Future: VirtualEdge

Advances in technology are a primary reason why HR is able to take on this new role of the Power Recruiting organization. As the Power Recruiting organization continues to impact the modern HR function, technology will need to be responsive. If Power Recruiting organizations are thinking outside the boundaries, pushing the limits of technology, they need technology to grow and change with them, not leave them behind. At VirtualEdge, we're delivering Next Generation Recruiting Software for Power Recruiting organizations that is fully configurable, personalized and future-driven. The VirtualEdge architecture enables Power Recruiters to get in the game fast, support boundless growth while providing built-in agility, personalization and performance.

Figure 2. Next Generation Platform for Power Recruiting Organizations



The comical world of George Jetson is now becoming reality, with people pioneering new recruiting advancements every day that continue to drive changes in the way we work. Staffing professionals know they must be able to adapt, typically very quickly and sometimes radically, to changing demands – from mergers and acquisitions, to upsizing and downsizing. Increasingly, talent will be won or lost due not only to a company's strategies, but also its ability to respond faster to market conditions and talent requirements. Thus, in this environment there is increased pressure on the Power Recruiting enterprise to execute workforce acquisition strategies that reduce costs, drive efficiencies, retain top performers and dovetail with corporate goals. Static, customized solutions that leave their users behind are no longer sufficient, as they are neither extensible nor scalable under increasing business and hiring demands.

Caring deeply about results, customers report very high levels of satisfaction, stating, "The System" gets it", it understands what we do and helps us to get the performance we need, when we need it." As a result, many of the world's foremost organizations, including Agilent Technologies, Avery Dennison, Campbell Soup, CITGO, Honda, and other market leaders have built their Power Recruiting organizations around VirtualEdge to provide a reliable, proven next generation partner for performance. Its one thing to read about VirtualEdge's system for performance – it's another thing to see it with your own eyes. If you would like a brief demo, contact ADP VirtualEdge today at (877)485-5454 or visit us at www.virtualedge.adp.com.



5 Caufield Place :: Newtown, PA 18940