

REC – HR and Procurement Professionals

METHODOLOGY NOTE

ComRes interviewed 272 HR professionals – those working in middle management or above in HR or procurement roles. All respondents worked for companies with 1,000 employees or more. Interviews were conducted between 11th and 28nd September 2014. Data were weighted to be representative of all companies with 1,000 employees or more by region. ComRes is a member of the British Polling Council and abides by its rules.

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Survey of HR and Procurement Professionals Online Fieldwork: 11th-28th September 2014

Q4 Which of the following resource models do you use to recruit staff?

Base: All respondents

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	272	145	127	144	128	112	160	55	74	104	136	56	128	88	179	93	103	169
Weighted base	272	149	123	142	130	125	147	49	71	104	131	60	129	83	170	102	109	163
Vendor neutral: An intermediary that sits between the employer and the supplier organisations	49	24	25	25	24	17	31	49	29	27	28	-	11	37	33	16	22	26
	18%	16%	20%	17%	18%	14%	21%	100%	40%	26%	21%	-	9%	45%	19%	15%	20%	16%
Master vendor: A staffing vendor that takes overall responsibility for providing clients with staffing services. All orders will usually go first to the Master vendor to either be filled or distributed to secondary vendors	71	36	35	38	33	25	46	29	71	42	43	-	15	56	60	10	32	39
	26%	24%	29%	27%	25%	20%	31%	59%	100%	41%	33%	-	12%	68%	36%	10%	29%	24%
Recruitment process outsourcing: Employer outsources or transfers all or part of its recruitment activities to an external service provider	104	56	48	59	45	46	58	27	42	104	50	-	38	66	78	26	42	62
	38%	37%	39%	42%	34%	37%	40%	56%	60%	100%	38%	-	29%	80%	46%	26%	39%	38%
Preferred supplier list: Employers select suppliers and arrange for all hiring managers to work with the supplier directly	131	76	55	73	58	59	73	28	43	50	131	-	65	66	97	34	53	78
	48%	51%	45%	52%	45%	47%	49%	57%	61%	48%	100%	-	51%	80%	57%	34%	48%	48%
None of the above	60	34	26	30	30	32	28	-	-	-	-	60	-	-	21	39	21	39
	22%	23%	21%	21%	23%	26%	19%	-	-	-	-	100%	-	-	13%	38%	19%	24%
Net: Use only one model	129	73	56	66	64	59	70	11	15	38	65	-	129	-	84	45	55	74
	47%	49%	46%	46%	49%	47%	48%	23%	21%	36%	50%	-	100%	-	50%	44%	50%	45%
Net: Use more than one model	83	42	40	46	37	34	49	37	56	66	66	-	-	83	64	19	33	50
	30%	28%	33%	32%	28%	27%	33%	77%	79%	64%	50%	-	-	100%	38%	18%	30%	31%
Net: Use two models	40	20	20	18	22	20	19	8	14	30	27	-	-	40	25	14	14	26
	15%	13%	16%	12%	17%	16%	13%	16%	20%	29%	21%	-	-	48%	15%	14%	13%	16%
Net: Use three models	26	11	15	19	8	8	18	13	25	20	22	-	-	26	22	4	10	17
	10%	8%	12%	13%	6%	6%	13%	26%	35%	19%	17%	-	-	32%	13%	4%	9%	10%
Net: Use all four models	17	11	6	10	7	6	11	17	17	17	17	-	-	17	17	-	9	8
	6%	7%	5%	7%	5%	5%	7%	34%	24%	16%	13%	-	-	20%	10%	-	8%	5%

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Table 2
Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Net effective)
Base: All who use model

	Models				
	Total	Vendor neutral	Master vendor	Recruitment process outsourcing	Preferred supplier list
Unweighted base	369	55	74	104	136
Weighted base	354	49	71	104	131
Reduce the cost of recruitment	253	32	57	71	94
	72%	66%	80%	68%	72%
Attract the right people into the role	290	39	60	87	103
	82%	81%	85%	83%	79%
Retain staff	223	32	51	66	74
	63%	67%	71%	63%	57%
Reduce time to hire	261	36	52	77	95
	74%	75%	74%	74%	73%
Communicate your brand to candidates	266	39	53	83	91
	75%	81%	75%	79%	70%
Manage risks associated with recruitment	277	38	58	82	99
	78%	79%	82%	79%	75%
Manage accountability associated with recruitment	275	39	58	79	99
	78%	81%	82%	76%	75%
Ensure that candidates receive a high quality experience	280	42	61	80	97
	79%	87%	86%	77%	74%
Consolidate management information	271	38	60	80	92
	76%	79%	84%	77%	71%
Manage recruitment across different countries (if applicable)	225	39	47	66	74
	64%	80%	66%	64%	56%

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Table 3
Q5 In your view, how effective is the model in helping your organisation to do each of the following?
Base: All who use model

	Models			
	Vendor neutral	Master vendor	RPO	PSL
Unweighted base	55	74	104	136
Weighted base	49	71	104	131
Reduce the cost of recruitment				
Mean	1.81	2.00	1.88	1.82
Attract the right people into the role				
Mean	2.05	2.17	2.08	2.00
Retain staff				
Mean	1.93	1.98	1.74	1.64
Reduce time to hire				
Mean	1.95	2.01	1.97	1.79
Communicate your brand to candidates				
Mean	2.08	2.11	2.08	1.82
Manage risks associated with recruitment				
Mean	2.05	2.13	2.02	1.93
Manage accountability associated with recruitment				
Mean	2.16	2.15	2.07	1.94
Ensure that candidates receive a high quality experience				
Mean	2.11	2.16	2.01	1.87
Consolidate management information				
Mean	2.07	2.14	2.07	1.86
Manage recruitment across different countries (if applicable)				
Mean	2.11	2.06	2.01	1.89

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Table 4
Q5 In your view, how effective is the model in helping your organisation to do each of the following...
Base: All who use model

	Models			
	Vendor neutral	Master vendor	RPO	PSL
Unweighted base	55	74	104	136
Weighted base	49	71	104	131
Average score - Efficiency				
Mean	2.10	2.18	1.85	1.76
Average score - Candidate experience				
Mean	2.22	2.22	2.05	1.89
Average score - Process management				
Mean	2.22	2.27	2.02	1.88

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Table 5
Q6 Which of the following types of staff do you recruit through this method?
Base: All who use model

	Models			
	Vendor neutral	Master vendor	Recruitment process outsourcing	Preferred supplier list
Unweighted base	55	74	104	136
Weighted base	49	71	104	131
Permanent staff	40	58	85	104
	82%	82%	82%	79%
Contractors	34	51	60	86
	69%	72%	58%	66%
Temporary staff	37	52	68	86
	76%	73%	65%	65%
Interim management	21	32	43	51
	44%	46%	42%	39%
Executive level	18	24	28	44
	38%	34%	27%	33%
Don't know	-	-	2	1
	-	-	1%	1%

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Table 6
Q7 During the lifetime of the contract, approximately what proportion of your current staff were recruited using this model?
Base: All who use model

	Models			
	Vendor neutral	Master vendor	Recruitment process outsourcing	Preferred supplier list
Unweighted base	55	74	104	136
Weighted base	49	71	104	131
25% or under: 13.5	10	24	34	54
	21%	34%	33%	41%
26% - 50%: 37.5	18	26	27	41
	38%	36%	26%	31%
51% - 75%: 63.5	17	19	32	25
	35%	27%	31%	19%
76% - 100%: 87.5	1	1	7	5
	3%	1%	6%	4%
Don't know: NR	2	1	4	6
	4%	1%	4%	5%
Net: 50% or less	29	50	61	95
	59%	70%	59%	72%
Net: 51% or more	18	20	39	30
	37%	28%	37%	23%
Mean	43.00	37.05	40.89	34.33
Standard deviation	20.27	20.38	23.87	21.78
Standard error	5.81	4.78	4.68	3.82

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Table 7
Q7 During the lifetime of the contract, approximately what proportion of your current staff were recruited using this model?
Base: All who use model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	272	145	127	144	128	112	160	55	74	104	136	56	128	88	179	93	103	169
Weighted base	272	149	123	142	130	125	147	49	71	104	131	60	129	83	170	102	109	163
Vendor neutral																		
Mean	43.00	43.27	42.75	44.90	40.87	45.73	41.53	43.00	40.45	40.32	40.66		49.91	40.99	37.58	54.58	44.64	41.54
Master vendor																		
Mean	37.05	42.29	31.92	41.98	31.49	37.30	36.92	33.10	37.05	39.30	38.21		32.72	38.22	35.37	46.57	34.64	39.06
RPO																		
Mean	40.89	37.03	45.49	40.02	42.07	35.36	45.23	34.45	37.63	40.89	34.92		48.97	36.18	40.61	41.76	40.89	40.89
PSL																		
Mean	34.33	34.19	34.53	35.73	32.52	33.31	35.13	31.08	33.54	30.60	34.33		37.54	31.29	33.58	36.39	31.92	36.03

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Table 8
Q8 Approximately, what proportion of staff recruited using the model are based outside of the UK, if applicable?
Base: All who use model

	Models			
	Vendor neutral	Master vendor	Recruitment process outsourcing	Preferred supplier list
Unweighted base	55	74	104	136
Weighted base	49	71	104	131
25% or under: 13.5	20	29	43	60
	41%	41%	41%	46%
26% - 50%: 37.5	10	12	17	22
	21%	17%	17%	17%
51% - 75%: 63.5	11	17	17	11
	22%	24%	17%	8%
76% - 100%: 87.5	3	2	4	4
	6%	3%	4%	3%
Don't know: NR	2	-	6	14
	4%	-	6%	11%
Not applicable - my company does not operate outside of the UK: NR	3	11	17	20
	6%	15%	16%	15%
Net: 50% or less	30	41	60	82
	62%	58%	58%	62%
Net: 51% or more	13	19	21	15
	28%	27%	20%	11%
Mean	36.19	35.35	32.73	27.47
Standard deviation	24.23	23.67	23.30	20.73
Standard error	7.18	5.98	5.06	4.14

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Table 9
Q8 Approximately, what proportion of staff recruited using the model are based outside of the UK, if applicable?
Base: All who use model

	Total	Business size		Seniority		Region		Resource models					Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurment	Recruit ment	Pri- mary / service	Prof/ bus/ Pub sect
Unweighted base	272	145	127	144	128	112	160	55	74	104	136	56	128	88	179	93	103	169
Weighted base	272	149	123	142	130	125	147	49	71	104	131	60	129	83	170	102	109	163
Vendor neutral																		
Mean	36.19	30.04	42.59	39.20	32.81	31.45	38.46	36.19	39.95	35.34	34.36		32.10	37.27	31.03	48.69	37.35	35.08
Vendor master																		
Mean	35.35	33.49	36.99	41.47	28.52	27.05	39.47	41.12	35.35	37.55	38.11		17.22	38.96	33.38	46.97	32.65	37.61
RPO																		
Mean	32.73	36.51	28.30	34.56	30.25	35.10	31.45	34.18	35.72	32.73	32.73		30.36	33.95	34.14	27.57	28.90	35.30
PSL																		
Mean	27.47	23.24	33.72	25.91	29.78	28.20	26.86	30.15	29.93	25.15	27.47		27.22	27.65	25.24	37.83	26.01	28.51

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Table 10
Q8 Approximately, what proportion of staff recruited using the model are based outside of the UK, if applicable?
Base: All who use model (excl Not applicable)

	Models			
	Vendor neutral	Master vendor	Recruitment process outsourcing	Preferred supplier list
Unweighted base	52	62	89	114
Weighted base	45	60	87	111
25% or under: 13.5	20	29	43	60
	44%	48%	49%	54%
26% - 50%: 37.5	10	12	17	22
	23%	20%	20%	20%
51% - 75%: 63.5	11	17	17	11
	23%	28%	20%	10%
76% - 100%: 87.5	3	2	4	4
	6%	4%	4%	3%
Don't know: NR	2	-	6	14
	4%	-	7%	13%
Net: 50% or less	30	41	60	82
	67%	68%	69%	74%
Net: 51% or more	13	19	21	15
	30%	32%	24%	13%
Mean	36.19	35.35	32.73	27.47
Standard deviation	24.23	23.67	23.30	20.73
Standard error	7.18	5.98	5.06	4.14

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Table 11
Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Vendor neutral)
Base: All who use Vendor neutral model

	Statements									
	Reduce the cost of recruitment	Attract the right people into the role	Retain staff	Reduce time to hire	Communicate your brand to candidates	Manage risks associated with recruitment	Manage accountability associated with recruitment	Ensure that candidates receive a high quality experience	Consolidate management information	Manage recruitment across different countries
Unweighted base	55	55	55	55	55	55	55	55	55	55
Weighted base	49	49	49	49	49	49	49	49	49	49
Very effective: 3	10	13	12	12	13	13	18	11	10	12
	21%	27%	25%	25%	28%	28%	37%	24%	22%	25%
Fairly effective: 2	22	26	20	24	26	25	21	31	28	27
	46%	54%	42%	49%	53%	51%	44%	64%	57%	55%
Not very effective: 1	12	8	11	8	7	8	7	6	6	5
	25%	16%	23%	17%	15%	17%	14%	13%	12%	10%
Not at all effective: 0	3	1	2	3	1	2	2	-	1	1
	7%	3%	4%	7%	3%	3%	3%	-	2%	3%
Don't know: NR	1	-	2	1	1	-	1	-	3	-
	2%	-	4%	2%	2%	-	2%	-	6%	-
Not applicable: NR	-	-	1	-	-	1	-	-	1	4
	-	-	2%	-	-	2%	-	-	2%	8%
Net: Effective	32	39	32	36	39	38	39	42	38	39
	66%	81%	67%	75%	81%	79%	81%	87%	79%	80%
Net: Not effective	16	9	13	12	9	10	8	6	7	6
	32%	19%	27%	24%	18%	20%	18%	13%	14%	12%
Mean	1.81	2.05	1.93	1.95	2.08	2.05	2.16	2.11	2.07	2.11
Standard deviation	0.84	0.74	0.83	0.84	0.73	0.76	0.79	0.59	0.65	0.69
Standard error	0.24	0.21	0.24	0.24	0.21	0.22	0.22	0.17	0.19	0.20

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Table 12
Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Vendor neutral)
Base: All who use Vendor neutral model

	Total	Business size		Seniority		Region		Resource models				Future resource models				Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	Vendor neutral	Master vendor	RPO	PSL	Procurement	Recruitment	Primary /service	Prof/ bus/ Pub sect
Unweighted base	55	25	30	30	25	15	40	55	33	32	31	34	27	25	28	38	17	26	29
Weighted base	49	24	25	25	24	17	31	49	29	27	28	31	24	22	23	33	16	22	26
Mean	1.81	1.62	1.99	1.99	1.62	1.48	2.00	1.81	2.10	2.08	1.96	1.77	1.89	1.93	2.07	2.01	1.40	1.98	1.68
Attract the right people into the role																			
Mean	2.05	2.04	2.06	2.16	1.93	2.05	2.05	2.05	2.14	2.18	2.10	1.97	1.98	2.09	2.09	2.11	1.92	2.30	1.84
Retain staff																			
Mean	1.93	1.74	2.10	1.90	1.97	1.85	1.97	1.93	2.01	1.87	1.95	1.96	1.84	1.90	2.03	1.98	1.84	2.26	1.68
Reduce time to hire																			
Mean	1.95	1.99	1.91	2.11	1.77	1.77	2.04	1.95	2.15	2.09	2.10	2.00	2.10	2.20	2.04	1.95	1.93	2.03	1.88
Communicate your brand to candidates																			
Mean	2.08	1.97	2.18	2.12	2.03	2.11	2.05	2.08	2.06	2.17	2.03	2.06	2.10	2.27	2.10	1.98	2.27	2.09	2.07
Manage risks associated with recruitment																			
Mean	2.05	2.04	2.06	2.21	1.88	2.00	2.08	2.05	2.16	2.18	2.06	2.03	2.05	2.07	2.09	1.98	2.18	2.18	1.93
Manage accountability associated with recruitment																			
Mean	2.16	2.24	2.09	2.15	2.17	2.22	2.12	2.16	2.28	2.19	2.28	2.18	2.32	2.18	2.18	2.08	2.33	2.20	2.13
Ensure that candidates receive a high quality experience																			
Mean	2.11	2.19	2.03	2.09	2.13	2.34	1.98	2.11	2.09	2.05	2.16	2.16	2.09	2.09	2.16	2.10	2.13	2.10	2.11
Consolidate management information																			
Mean	2.07	2.02	2.11	2.15	1.97	1.99	2.11	2.07	2.25	2.18	2.21	2.03	2.18	2.13	2.10	2.15	1.91	2.06	2.07
Manage recruitment across different countries (if applicable)																			
Mean	2.11	2.03	2.19	2.10	2.12	2.12	2.10	2.11	2.18	2.31	2.14	2.10	2.27	2.27	2.22	2.23	1.83	2.13	2.09
Average score - Efficiency																			
Mean	2.10	2.04	2.15	2.33	1.72	1.70	2.32	2.10	2.10	2.22	2.05	2.02	2.14	2.18	2.12	2.15	1.86	2.19	2.03
Average score - Candidate experience																			
Mean	2.22	2.13	2.30	2.34	2.02	2.08	2.30	2.22	2.22	2.17	2.21	2.26	2.32	2.14	2.32	2.20	2.32	2.20	2.24
Average score - Process management																			
Mean	2.22	2.13	2.29	2.40	1.91	1.92	2.38	2.22	2.22	2.29	2.22	2.14	2.27	2.29	2.34	2.24	2.07	2.31	2.14

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Q5 Summary - Top 2 box (Effective)

Base: All who use Vendor neutral model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	55	25	30	30	25	15	40	55	33	32	31		12	43	38	17	26	29
Weighted base	49	24	25	25	24	17	31	49	29	27	28		11	37	33	16	22	26
Ensure that candidates receive a high quality experience	42	22	20	20	22	17	25	42	24	22	24	-	11	32	29	13	18	24
	87%	93%	82%	82%	93%	100%	80%	87%	84%	83%	88%	-	93%	85%	88%	86%	83%	91%
Attract the right people into the role	39	19	21	21	19	14	26	39	22	24	21	-	9	30	28	12	20	19
	81%	79%	83%	83%	79%	78%	83%	81%	78%	88%	77%	-	81%	81%	84%	74%	90%	73%
Manage accountability associated with recruitment	39	20	19	20	20	15	24	39	24	22	23	-	10	29	26	13	17	22
	81%	84%	78%	79%	82%	87%	77%	81%	85%	82%	84%	-	86%	79%	80%	83%	79%	82%
Communicate your brand to candidates	39	19	21	20	19	15	24	39	22	22	20	-	11	28	24	15	17	22
	81%	78%	83%	81%	80%	86%	78%	81%	75%	81%	71%	-	93%	77%	73%	95%	77%	83%
Manage recruitment across different countries (if applicable)	39	19	20	20	19	14	25	39	23	24	23	-	9	29	28	11	19	20
	80%	79%	81%	79%	81%	80%	80%	80%	79%	88%	84%	-	81%	79%	85%	69%	86%	75%
Consolidate management information	38	19	19	20	18	15	23	38	24	20	23	-	8	30	26	12	14	24
	79%	82%	76%	82%	76%	85%	75%	79%	85%	75%	84%	-	74%	80%	80%	77%	64%	91%
Manage risks associated with recruitment	38	20	18	20	19	14	24	38	22	22	22	-	9	29	24	14	18	20
	79%	83%	74%	79%	78%	81%	78%	79%	77%	82%	80%	-	80%	78%	73%	90%	80%	77%
Reduce time to hire	36	16	20	20	17	11	26	36	23	22	21	-	8	28	24	13	18	18
	75%	69%	80%	79%	70%	61%	82%	75%	80%	80%	76%	-	71%	76%	72%	80%	80%	70%
Retain staff	32	16	16	16	16	11	22	32	20	16	18	-	10	23	21	11	16	16
	67%	68%	66%	65%	69%	61%	70%	67%	69%	58%	65%	-	86%	61%	64%	72%	74%	61%
Reduce the cost of recruitment	32	14	18	19	13	9	23	32	23	20	21	-	5	27	25	7	16	16
	66%	59%	73%	76%	56%	51%	75%	66%	79%	74%	75%	-	45%	73%	75%	47%	71%	62%

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Vendor neutral)

Reduce the cost of recruitment

Base: All who use Vendor neutral model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	55	25	30	30	25	15	40	55	33	32	31		12	43	38	17	26	29
Weighted base	49	24	25	25	24	17	31	49	29	27	28		11	37	33	16	22	26
Very effective: 3	10	4	6	8	2	2	8	10	9	8	7	-	-	10	8	1	5	5
	21%	15%	26%	31%	10%	12%	25%	21%	32%	31%	25%	-	-	27%	26%	9%	23%	18%
Fairly effective: 2	22	10	12	11	11	7	15	22	13	12	14	-	5	17	16	6	11	12
	46%	44%	47%	46%	46%	39%	50%	46%	47%	44%	51%	-	45%	46%	49%	38%	48%	44%
Not very effective: 1	12	6	7	4	8	6	6	12	4	6	4	-	5	7	7	6	6	7
	25%	23%	27%	16%	35%	34%	20%	25%	14%	23%	14%	-	43%	20%	20%	36%	25%	25%
Not at all effective: 0	3	3	-	2	1	3	1	3	1	-	2	-	1	2	1	3	-	3
	7%	14%	-	8%	6%	15%	2%	7%	4%	-	7%	-	12%	5%	2%	17%	-	13%
Don't know: NR	1	1	-	-	1	-	1	1	1	1	1	-	-	1	1	-	1	-
	2%	3%	-	-	3%	-	3%	2%	3%	3%	3%	-	-	2%	2%	-	4%	-
Not applicable: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net: Effective	32	14	18	19	13	9	23	32	23	20	21	-	5	27	25	7	16	16
	66%	59%	73%	76%	56%	51%	75%	66%	79%	74%	75%	-	45%	73%	75%	47%	71%	62%
Net: Not effective	16	9	7	6	10	9	7	16	5	6	6	-	6	9	7	8	6	10
	32%	38%	27%	24%	41%	49%	22%	32%	18%	23%	22%	-	55%	25%	22%	53%	25%	38%
Mean	1.81	1.62	1.99	1.99	1.62	1.48	2.00	1.81	2.10	2.08	1.96		1.33	1.96	2.01	1.40	1.98	1.68
Standard deviation	0.84	0.92	0.73	0.88	0.75	0.89	0.75	0.84	0.80	0.74	0.83		0.68	0.83	0.75	0.87	0.71	0.92
Standard error	0.24	0.38	0.29	0.35	0.31	0.42	0.27	0.24	0.30	0.28	0.32		0.40	0.27	0.26	0.43	0.30	0.35

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Vendor neutral)

Attract the right people into the role

Base: All who use Vendor neutral model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	55	25	30	30	25	15	40	55	33	32	31		12	43	38	17	26	29
Weighted base	49	24	25	25	24	17	31	49	29	27	28		11	37	33	16	22	26
Very effective: 3	13	7	6	9	4	5	8	13	10	9	9	-	2	12	9	4	10	4
	27%	28%	26%	36%	17%	26%	27%	27%	36%	32%	33%	-	14%	31%	29%	23%	43%	13%
Fairly effective: 2	26	12	14	12	15	9	17	26	12	15	12	-	8	18	18	8	10	16
	54%	51%	57%	47%	62%	52%	55%	54%	42%	56%	43%	-	68%	50%	55%	51%	47%	60%
Not very effective: 1	8	4	3	4	4	4	4	8	6	2	6	-	1	6	4	3	1	6
	16%	18%	14%	14%	18%	22%	13%	16%	22%	9%	23%	-	12%	17%	14%	21%	7%	24%
Not at all effective: 0	1	1	1	1	1	-	1	1	-	1	-	-	1	1	1	1	1	1
	3%	3%	3%	3%	3%	-	5%	3%	-	3%	-	-	7%	2%	2%	5%	3%	3%
Don't know: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Not applicable: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net: Effective	39	19	21	21	19	14	26	39	22	24	21	-	9	30	28	12	20	19
	81%	79%	83%	83%	79%	78%	83%	81%	78%	88%	77%	-	81%	81%	84%	74%	90%	73%
Net: Not effective	9	5	4	4	5	4	5	9	6	3	6	-	2	7	5	4	2	7
	19%	21%	17%	17%	21%	22%	17%	19%	22%	12%	23%	-	19%	19%	16%	26%	10%	27%
Mean	2.05	2.04	2.06	2.16	1.93	2.05	2.05	2.05	2.14	2.18	2.10		1.89	2.10	2.11	1.92	2.30	1.84
Standard deviation	0.74	0.77	0.72	0.77	0.69	0.69	0.77	0.74	0.75	0.70	0.75		0.71	0.74	0.71	0.79	0.74	0.68
Standard error	0.21	0.31	0.28	0.30	0.28	0.33	0.27	0.21	0.27	0.26	0.28		0.41	0.24	0.24	0.39	0.31	0.26

Survey of HR and Procurement Professionals Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Vendor neutral)

Retain staff

Base: All who use Vendor neutral model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	55	25	30	30	25	15	40	55	33	32	31		12	43	38	17	26	29
Weighted base	49	24	25	25	24	17	31	49	29	27	28		11	37	33	16	22	26
Very effective: 3	12	2	10	8	5	4	8	12	10	7	8	-	1	11	9	3	9	3
	25%	8%	41%	31%	19%	25%	25%	25%	35%	28%	30%	-	12%	29%	28%	19%	40%	12%
Fairly effective: 2	20	14	6	8	12	6	14	20	10	8	10	-	8	12	12	8	7	13
	42%	60%	25%	34%	50%	36%	45%	42%	34%	30%	35%	-	74%	32%	36%	53%	33%	49%
Not very effective: 1	11	4	8	6	5	4	7	11	6	9	6	-	1	11	8	3	4	7
	23%	15%	31%	24%	22%	25%	22%	23%	20%	35%	20%	-	7%	28%	25%	20%	17%	28%
Not at all effective: 0	2	2	-	2	-	1	1	2	2	1	2	-	-	2	1	1	-	2
	4%	9%	-	8%	-	7%	3%	4%	7%	3%	7%	-	-	5%	2%	8%	-	8%
Don't know: NR	2	2	-	1	1	1	1	2	1	1	2	-	-	2	2	-	1	1
	4%	8%	-	3%	5%	7%	2%	4%	4%	5%	7%	-	-	5%	6%	-	6%	3%
Not applicable: NR	1	-	1	-	1	-	1	1	-	-	-	-	1	-	1	-	1	-
	2%	-	3%	-	3%	-	3%	2%	-	-	-	-	7%	-	2%	-	4%	-
Net: Effective	32	16	16	16	16	11	22	32	20	16	18	-	10	23	21	11	16	16
	67%	68%	66%	65%	69%	61%	70%	67%	69%	58%	65%	-	86%	61%	64%	72%	74%	61%
Net: Not effective	13	6	8	8	5	6	8	13	8	10	8	-	1	13	9	4	4	10
	27%	24%	31%	32%	22%	32%	25%	27%	27%	38%	28%	-	7%	34%	27%	28%	17%	36%
Mean	1.93	1.74	2.10	1.90	1.97	1.85	1.97	1.93	2.01	1.87	1.95		2.06	1.89	1.98	1.84	2.26	1.68
Standard deviation	0.83	0.75	0.86	0.95	0.67	0.91	0.78	0.83	0.93	0.87	0.93		0.44	0.91	0.83	0.82	0.75	0.80
Standard error	0.24	0.32	0.34	0.38	0.28	0.44	0.28	0.24	0.35	0.34	0.36		0.27	0.30	0.30	0.41	0.33	0.31

Survey of HR and Procurement Professionals Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Vendor neutral)

Reduce time to hire

Base: All who use Vendor neutral model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	55	25	30	30	25	15	40	55	33	32	31		12	43	38	17	26	29
Weighted base	49	24	25	25	24	17	31	49	29	27	28		11	37	33	16	22	26
Very effective: 3	12	6	6	9	3	4	8	12	10	9	9	-	1	11	9	3	6	7
	25%	26%	24%	38%	12%	22%	27%	25%	35%	35%	31%	-	12%	29%	29%	18%	26%	25%
Fairly effective: 2	24	10	14	10	14	7	17	24	13	12	12	-	7	17	14	10	12	12
	49%	43%	55%	41%	58%	39%	55%	49%	45%	45%	45%	-	59%	46%	43%	62%	54%	45%
Not very effective: 1	8	7	2	4	5	6	2	8	4	2	6	-	2	6	6	2	2	6
	17%	28%	7%	15%	19%	34%	8%	17%	15%	8%	21%	-	22%	16%	18%	16%	9%	23%
Not at all effective: 0	3	-	3	2	2	1	2	3	1	2	-	-	1	2	3	1	2	2
	7%	-	13%	6%	7%	5%	8%	7%	3%	9%	-	-	7%	7%	8%	5%	7%	7%
Don't know: NR	1	1	-	-	1	-	1	1	1	1	1	-	-	1	1	-	1	-
	2%	3%	-	-	3%	-	3%	2%	3%	3%	3%	-	-	2%	2%	-	4%	-
Not applicable: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net: Effective	36	16	20	20	17	11	26	36	23	22	21	-	8	28	24	13	18	18
	75%	69%	80%	79%	70%	61%	82%	75%	80%	80%	76%	-	71%	76%	72%	80%	80%	70%
Net: Not effective	12	7	5	5	6	7	5	12	5	5	6	-	3	8	8	3	4	8
	24%	28%	20%	21%	27%	39%	15%	24%	17%	17%	21%	-	29%	22%	25%	20%	16%	30%
Mean	1.95	1.99	1.91	2.11	1.77	1.77	2.04	1.95	2.15	2.09	2.10		1.76	2.00	1.95	1.93	2.03	1.88
Standard deviation	0.84	0.75	0.91	0.88	0.76	0.85	0.82	0.84	0.78	0.90	0.72		0.75	0.86	0.89	0.72	0.81	0.86
Standard error	0.24	0.31	0.36	0.34	0.31	0.40	0.29	0.24	0.29	0.35	0.27		0.44	0.28	0.31	0.36	0.34	0.33

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Vendor neutral)

Communicate your brand to candidates

Base: All who use Vendor neutral model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	55	25	30	30	25	15	40	55	33	32	31		12	43	38	17	26	29
Weighted base	49	24	25	25	24	17	31	49	29	27	28		11	37	33	16	22	26
Very effective: 3	13	5	9	8	6	6	8	13	9	10	9	-	1	12	8	5	7	6
	28%	20%	35%	31%	25%	32%	25%	28%	33%	37%	33%	-	12%	33%	26%	32%	33%	23%
Fairly effective: 2	26	14	12	13	13	9	16	26	12	12	11	-	9	16	16	10	10	16
	53%	58%	48%	51%	55%	54%	52%	53%	42%	44%	39%	-	81%	44%	48%	63%	44%	60%
Not very effective: 1	7	3	4	5	3	1	6	7	5	3	6	-	1	7	7	1	3	4
	15%	13%	17%	19%	12%	7%	20%	15%	18%	11%	21%	-	7%	18%	20%	5%	14%	17%
Not at all effective: 0	1	1	-	-	1	1	-	1	1	1	1	-	-	1	1	-	1	-
	3%	5%	-	-	5%	7%	-	3%	4%	5%	4%	-	-	3%	4%	-	6%	-
Don't know: NR	1	1	-	-	1	-	1	1	1	1	1	-	-	1	1	-	1	-
	2%	3%	-	-	3%	-	3%	2%	3%	3%	3%	-	-	2%	2%	-	4%	-
Not applicable: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net: Effective	39	19	21	20	19	15	24	39	22	22	20	-	11	28	24	15	17	22
	81%	78%	83%	81%	80%	86%	78%	81%	75%	81%	71%	-	93%	77%	73%	95%	77%	83%
Net: Not effective	9	4	4	5	4	2	6	9	6	4	7	-	1	8	8	1	4	4
	18%	18%	17%	19%	17%	14%	20%	18%	22%	16%	26%	-	7%	21%	24%	5%	19%	17%
Mean	2.08	1.97	2.18	2.12	2.03	2.11	2.05	2.08	2.06	2.17	2.03		2.05	2.08	1.98	2.27	2.09	2.07
Standard deviation	0.73	0.75	0.70	0.69	0.77	0.82	0.68	0.73	0.83	0.81	0.86		0.43	0.80	0.79	0.54	0.84	0.63
Standard error	0.21	0.31	0.28	0.27	0.32	0.38	0.24	0.21	0.31	0.31	0.33		0.25	0.26	0.27	0.27	0.36	0.24

Survey of HR and Procurement Professionals Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Vendor neutral)

Manage risks associated with recruitment

Base: All who use Vendor neutral model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	55	25	30	30	25	15	40	55	33	32	31		12	43	38	17	26	29
Weighted base	49	24	25	25	24	17	31	49	29	27	28		11	37	33	16	22	26
Very effective: 3	13	5	9	11	2	3	10	13	11	10	8	-	1	13	8	5	8	5
	28%	20%	35%	45%	10%	19%	32%	28%	39%	39%	29%	-	7%	34%	25%	33%	38%	19%
Fairly effective: 2	25	15	10	9	16	11	14	25	11	12	14	-	8	16	16	9	10	15
	51%	63%	39%	34%	68%	61%	45%	51%	39%	43%	51%	-	73%	44%	48%	57%	43%	58%
Not very effective: 1	8	2	6	4	4	3	5	8	7	4	5	-	2	7	7	1	4	4
	17%	10%	23%	18%	15%	19%	15%	17%	23%	15%	17%	-	14%	18%	22%	5%	20%	14%
Not at all effective: 0	2	1	1	1	1	-	2	2	-	1	1	-	-	2	1	1	-	2
	3%	3%	3%	3%	3%	-	5%	3%	-	3%	3%	-	-	4%	2%	5%	-	6%
Don't know: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Not applicable: NR	1	1	-	-	1	-	1	1	-	-	-	-	1	-	1	-	-	1
	2%	3%	-	-	3%	-	2%	2%	-	-	-	-	7%	-	2%	-	-	3%
Net: Effective	38	20	18	20	19	14	24	38	22	22	22	-	9	29	24	14	18	20
	79%	83%	74%	79%	78%	81%	78%	79%	77%	82%	80%	-	80%	78%	73%	90%	80%	77%
Net: Not effective	10	3	6	5	4	3	6	10	7	5	6	-	2	8	8	2	4	5
	20%	13%	26%	21%	19%	19%	20%	20%	23%	18%	20%	-	14%	22%	25%	10%	20%	20%
Mean	2.05	2.04	2.06	2.21	1.88	2.00	2.08	2.05	2.16	2.18	2.06		1.93	2.08	1.98	2.18	2.18	1.93
Standard deviation	0.76	0.67	0.84	0.84	0.62	0.62	0.83	0.76	0.77	0.79	0.75		0.47	0.82	0.76	0.74	0.73	0.76
Standard error	0.22	0.27	0.33	0.33	0.25	0.29	0.29	0.22	0.28	0.30	0.28		0.28	0.26	0.26	0.37	0.31	0.30

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Vendor neutral)

Manage accountability associated with recruitment

Base: All who use Vendor neutral model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	55	25	30	30	25	15	40	55	33	32	31		12	43	38	17	26	29
Weighted base	49	24	25	25	24	17	31	49	29	27	28		11	37	33	16	22	26
Very effective: 3	18	8	9	10	8	6	12	18	12	10	11	-	4	13	10	8	9	9
	37%	36%	37%	39%	34%	35%	38%	37%	43%	36%	41%	-	38%	36%	30%	50%	40%	34%
Fairly effective: 2	21	11	10	10	12	9	12	21	12	12	12	-	6	16	16	5	9	13
	44%	49%	40%	40%	49%	52%	40%	44%	42%	46%	43%	-	49%	43%	50%	32%	39%	49%
Not very effective: 1	7	3	4	4	3	2	5	7	3	3	4	-	1	6	4	3	3	4
	14%	12%	16%	17%	11%	13%	15%	14%	10%	12%	13%	-	7%	17%	13%	17%	14%	15%
Not at all effective: 0	2	-	2	1	1	-	2	2	1	1	-	-	1	1	2	-	1	1
	3%	-	6%	3%	3%	-	5%	3%	3%	3%	-	-	7%	2%	5%	-	4%	3%
Don't know: NR	1	1	-	-	1	-	1	1	1	1	1	-	-	1	1	-	1	-
	2%	3%	-	-	3%	-	3%	2%	3%	3%	3%	-	-	2%	2%	-	4%	-
Not applicable: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net: Effective	39	20	19	20	20	15	24	39	24	22	23	-	10	29	26	13	17	22
	81%	84%	78%	79%	82%	87%	77%	81%	85%	82%	84%	-	86%	79%	80%	83%	79%	82%
Net: Not effective	8	3	6	5	3	2	6	8	4	4	4	-	2	7	6	3	4	5
	18%	12%	22%	21%	14%	13%	20%	18%	13%	15%	13%	-	14%	19%	18%	17%	17%	18%
Mean	2.16	2.24	2.09	2.15	2.17	2.22	2.12	2.16	2.28	2.19	2.28		2.17	2.16	2.08	2.33	2.20	2.13
Standard deviation	0.79	0.66	0.89	0.82	0.76	0.65	0.86	0.79	0.76	0.77	0.69		0.83	0.78	0.80	0.75	0.82	0.77
Standard error	0.22	0.27	0.35	0.32	0.31	0.31	0.31	0.22	0.28	0.29	0.26		0.49	0.25	0.28	0.37	0.35	0.29

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Vendor neutral)

Ensure that candidates receive a high quality experience

Base: All who use Vendor neutral model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	55	25	30	30	25	15	40	55	33	32	31		12	43	38	17	26	29
Weighted base	49	24	25	25	24	17	31	49	29	27	28		11	37	33	16	22	26
Very effective: 3	11	6	5	7	5	6	6	11	7	6	8	-	2	9	7	4	6	5
	24%	26%	21%	27%	20%	34%	18%	24%	25%	22%	28%	-	19%	25%	22%	27%	27%	20%
Fairly effective: 2	31	16	15	13	17	11	19	31	17	16	17	-	8	22	22	9	12	19
	64%	67%	60%	54%	73%	66%	62%	64%	58%	61%	60%	-	74%	60%	66%	58%	56%	71%
Not very effective: 1	6	2	5	5	2	-	6	6	5	5	3	-	1	5	4	2	4	2
	13%	7%	18%	18%	7%	-	20%	13%	16%	17%	12%	-	7%	15%	12%	14%	17%	9%
Not at all effective: 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Don't know: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Not applicable: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net: Effective	42	22	20	20	22	17	25	42	24	22	24	-	11	32	29	13	18	24
	87%	93%	82%	82%	93%	100%	80%	87%	84%	83%	88%	-	93%	85%	88%	86%	83%	91%
Net: Not effective	6	2	5	5	2	-	6	6	5	5	3	-	1	5	4	2	4	2
	13%	7%	18%	18%	7%	-	20%	13%	16%	17%	12%	-	7%	15%	12%	14%	17%	9%
Mean	2.11	2.19	2.03	2.09	2.13	2.34	1.98	2.11	2.09	2.05	2.16		2.13	2.10	2.10	2.13	2.10	2.11
Standard deviation	0.59	0.54	0.63	0.67	0.50	0.47	0.61	0.59	0.64	0.62	0.61		0.49	0.62	0.57	0.63	0.66	0.53
Standard error	0.17	0.22	0.25	0.26	0.20	0.22	0.22	0.17	0.23	0.24	0.23		0.29	0.20	0.20	0.31	0.27	0.20

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Vendor neutral)

Consolidate management information

Base: All who use Vendor neutral model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	55	25	30	30	25	15	40	55	33	32	31		12	43	38	17	26	29
Weighted base	49	24	25	25	24	17	31	49	29	27	28		11	37	33	16	22	26
Very effective: 3	10	3	8	7	3	1	9	10	9	8	7	-	2	9	8	2	5	5
	22%	11%	31%	30%	13%	7%	30%	22%	31%	30%	24%	-	14%	24%	25%	15%	25%	19%
Fairly effective: 2	28	17	11	13	15	14	14	28	15	12	17	-	7	21	18	10	9	19
	57%	70%	44%	51%	63%	78%	45%	57%	54%	45%	60%	-	61%	56%	55%	62%	39%	72%
Not very effective: 1	6	1	5	4	2	1	5	6	2	4	2	-	1	5	2	4	4	2
	12%	3%	21%	15%	9%	8%	15%	12%	8%	14%	6%	-	12%	12%	7%	23%	20%	6%
Not at all effective: 0	1	1	-	-	1	-	1	1	-	-	-	-	1	-	1	-	-	1
	2%	3%	-	-	3%	-	2%	2%	-	-	-	-	7%	-	2%	-	-	3%
Don't know: NR	3	3	-	1	2	1	2	3	2	3	3	-	-	3	3	-	3	-
	6%	12%	-	3%	9%	7%	5%	6%	7%	10%	10%	-	-	7%	8%	-	13%	-
Not applicable: NR	1	-	1	-	1	-	1	1	-	-	-	-	1	-	1	-	1	-
	2%	-	3%	-	3%	-	3%	2%	-	-	-	-	7%	-	2%	-	4%	-
Net: Effective	38	19	19	20	18	15	23	38	24	20	23	-	8	30	26	12	14	24
	79%	82%	76%	82%	76%	85%	75%	79%	85%	75%	84%	-	74%	80%	80%	77%	64%	91%
Net: Not effective	7	2	5	4	3	1	5	7	2	4	2	-	2	5	3	4	4	2
	14%	7%	21%	15%	12%	8%	17%	14%	8%	14%	6%	-	19%	12%	9%	23%	20%	9%
Mean	2.07	2.02	2.11	2.15	1.97	1.99	2.11	2.07	2.25	2.18	2.21		1.88	2.13	2.15	1.91	2.06	2.07
Standard deviation	0.65	0.56	0.73	0.67	0.62	0.40	0.76	0.65	0.60	0.68	0.54		0.74	0.62	0.66	0.61	0.73	0.60
Standard error	0.19	0.24	0.29	0.27	0.27	0.19	0.28	0.19	0.23	0.27	0.21		0.44	0.21	0.24	0.30	0.33	0.23

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Vendor neutral)

Manage recruitment across different countries (if applicable)

Base: All who use Vendor neutral model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	55	25	30	30	25	15	40	55	33	32	31		12	43	38	17	26	29
Weighted base	49	24	25	25	24	17	31	49	29	27	28		11	37	33	16	22	26
Very effective: 3	12	5	7	8	4	4	8	12	10	9	10	-	-	12	10	2	6	6
	25%	23%	26%	32%	17%	24%	25%	25%	36%	35%	35%	-	-	32%	31%	11%	27%	23%
Fairly effective: 2	27	13	14	12	15	10	17	27	12	14	14	-	9	18	18	9	13	14
	55%	56%	54%	47%	64%	55%	55%	55%	43%	53%	50%	-	81%	47%	54%	58%	59%	52%
Not very effective: 1	5	2	2	3	2	-	5	5	3	2	3	-	1	4	3	1	3	2
	10%	10%	9%	12%	7%	-	15%	10%	11%	6%	11%	-	7%	11%	10%	9%	14%	6%
Not at all effective: 0	1	1	-	1	-	1	-	1	1	-	1	-	-	1	-	1	-	1
	3%	5%	-	5%	-	7%	-	3%	4%	-	4%	-	-	3%	-	8%	-	5%
Don't know: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Not applicable: NR	4	1	3	1	3	2	2	4	2	2	-	-	1	3	2	2	-	4
	8%	6%	10%	4%	13%	13%	5%	8%	6%	6%	-	-	12%	7%	5%	14%	-	15%
Net: Effective	39	19	20	20	19	14	25	39	23	24	23	-	9	29	28	11	19	20
	80%	79%	81%	79%	81%	80%	80%	80%	79%	88%	84%	-	81%	79%	85%	69%	86%	75%
Net: Not effective	6	4	2	4	2	1	5	6	4	2	4	-	1	5	3	3	3	3
	12%	15%	9%	17%	7%	7%	15%	12%	15%	6%	16%	-	7%	14%	10%	17%	14%	11%
Mean	2.11	2.03	2.19	2.10	2.12	2.12	2.10	2.11	2.18	2.31	2.14		1.93	2.16	2.23	1.83	2.13	2.09
Standard deviation	0.69	0.75	0.60	0.81	0.50	0.77	0.64	0.69	0.81	0.58	0.79		0.26	0.76	0.62	0.76	0.63	0.74
Standard error	0.20	0.31	0.25	0.33	0.22	0.39	0.23	0.20	0.30	0.23	0.29		0.16	0.25	0.22	0.40	0.26	0.31

Survey of HR and Procurement Professionals
Online Fieldwork: 11th-28th September 2014

Q6 Which of the following types of staff do you recruit through this method? (Vendor neutral)

Base: All who use Vendor neutral model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	55	25	30	30	25	15	40	55	33	32	31		12	43	38	17	26	29
Weighted base	49	24	25	25	24	17	31	49	29	27	28		11	37	33	16	22	26
Permanent staff	40	19	21	20	19	13	26	40	21	21	21	-	10	30	26	14	16	23
	82%	80%	84%	82%	81%	76%	85%	82%	74%	80%	77%	-	86%	80%	78%	90%	73%	89%
Temporary staff	37	18	18	18	19	13	24	37	22	22	22	-	8	29	26	11	16	21
	76%	78%	74%	72%	80%	74%	77%	76%	77%	81%	80%	-	69%	78%	80%	67%	73%	78%
Contractors	34	17	16	19	15	13	20	34	24	21	23	-	4	29	25	9	15	18
	69%	73%	66%	75%	64%	77%	65%	69%	84%	77%	83%	-	38%	79%	75%	58%	69%	70%
Interim management	21	12	9	12	10	8	13	21	13	14	13	-	6	15	17	5	9	12
	44%	51%	36%	47%	40%	45%	43%	44%	45%	51%	46%	-	51%	41%	51%	29%	43%	44%
Executive level	18	13	5	10	8	8	10	18	11	10	13	-	3	15	12	6	6	12
	38%	56%	20%	41%	34%	47%	32%	38%	38%	39%	46%	-	26%	41%	37%	39%	28%	45%
Don't know	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Survey of HR and Procurement Professionals Online Fieldwork: 11th-28th September 2014

Absolutes/col percents

Q7 During the lifetime of the contract, approximately what proportion of your current staff were recruited using this model? (Vendor neutral)

Base: All who use Vendor neutral model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	55	25	30	30	25	15	40	55	33	32	31		12	43	38	17	26	29
Weighted base	49	24	25	25	24	17	31	49	29	27	28		11	37	33	16	22	26
25% or under: 13.5	10	5	6	5	5	2	8	10	7	7	6	-	2	8	9	1	4	6
	21%	19%	23%	20%	22%	12%	26%	21%	26%	24%	21%	-	18%	22%	29%	5%	18%	24%
26% - 50%: 37.5	18	10	8	8	10	8	10	18	11	11	13	-	3	16	14	5	8	10
	38%	44%	32%	33%	43%	48%	32%	38%	39%	40%	48%	-	25%	42%	41%	31%	38%	38%
51% - 75%: 63.5	17	7	10	12	5	5	12	17	10	9	9	-	4	12	9	8	10	7
	35%	28%	41%	47%	22%	26%	39%	35%	35%	33%	31%	-	38%	33%	27%	50%	44%	26%
76% - 100%: 87.5	1	1	-	-	1	1	-	1	-	-	-	-	1	-	-	1	-	1
	3%	6%	-	-	6%	8%	-	3%	-	-	-	-	12%	-	-	9%	-	5%
Don't know: NR	2	1	1	-	2	1	1	2	-	1	-	-	1	1	1	1	-	2
	4%	3%	4%	-	7%	5%	3%	4%	-	4%	-	-	7%	3%	3%	5%	-	7%
Net: 50% or less	29	15	14	13	15	11	18	29	19	17	19	-	5	24	23	6	12	16
	59%	63%	55%	53%	65%	60%	58%	59%	65%	64%	69%	-	43%	64%	70%	36%	56%	62%
Net: 51% or more	18	8	10	12	7	6	12	18	10	9	9	-	6	12	9	9	10	8
	37%	34%	41%	47%	27%	34%	39%	37%	35%	33%	31%	-	50%	33%	27%	59%	44%	32%
Mean	43.00	43.27	42.75	44.90	40.87	45.73	41.53	43.00	40.45	40.32	40.66		49.91	40.99	37.58	54.58	44.64	41.54
Standard deviation	20.27	20.63	19.92	19.40	21.00	20.05	20.24	20.27	19.45	19.11	17.89		23.57	18.73	18.93	18.07	18.78	21.42
Standard error	5.81	8.46	7.98	7.64	8.78	9.70	7.20	5.81	7.12	7.35	6.68		14.22	6.10	6.57	9.17	7.82	8.46

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q8 Approximately, what proportion of staff recruited using the model are based outside of the UK, if applicable? (Vendor neutral)

Base: All who use Vendor neutral model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	55	25	30	30	25	15	40	55	33	32	31		12	43	38	17	26	29
Weighted base	49	24	25	25	24	17	31	49	29	27	28		11	37	33	16	22	26
25% or under: 13.5	20	14	6	10	10	7	13	20	11	12	13	-	5	14	17	3	9	11
	41%	57%	25%	40%	42%	41%	41%	41%	37%	45%	47%	-	47%	39%	50%	21%	42%	40%
26% - 50%: 37.5	10	4	6	4	6	5	6	10	7	5	8	-	2	9	8	3	4	6
	21%	19%	24%	18%	25%	28%	18%	21%	24%	18%	29%	-	14%	24%	23%	18%	20%	23%
51% - 75%: 63.5	11	2	8	7	4	1	10	11	8	7	5	-	1	9	6	5	7	4
	22%	9%	34%	27%	16%	5%	31%	22%	29%	28%	17%	-	13%	25%	18%	29%	31%	14%
76% - 100%: 87.5	3	2	1	2	1	1	2	3	2	1	2	-	1	2	1	2	1	2
	6%	9%	3%	8%	3%	7%	5%	6%	7%	3%	7%	-	7%	5%	2%	13%	4%	8%
Don't know: NR	2	-	2	1	1	1	1	2	-	1	-	-	1	1	1	1	1	1
	4%	-	7%	3%	4%	5%	3%	4%	-	4%	-	-	7%	3%	3%	5%	4%	4%
Not applicable - my company does not operate outside of the UK: NR	3	1	2	1	2	2	1	3	1	1	-	-	1	2	1	2	-	3
	6%	6%	7%	4%	9%	13%	3%	6%	3%	3%	-	-	12%	5%	3%	14%	-	12%
Net: 50% or less	30	18	12	14	16	12	18	30	17	17	21	-	7	23	24	6	14	17
	62%	76%	49%	58%	67%	69%	58%	62%	60%	63%	76%	-	61%	63%	74%	39%	62%	63%
Net: 51% or more	13	4	9	9	5	2	11	13	10	8	7	-	2	11	7	7	8	6
	28%	18%	37%	35%	20%	12%	36%	28%	36%	31%	24%	-	20%	30%	21%	42%	35%	22%
Mean	36.19	30.04	42.59	39.20	32.81	31.45	38.46	36.19	39.95	35.34	34.36		32.10	37.27	31.03	48.69	37.35	35.08
Standard deviation	24.23	24.34	22.38	25.76	21.90	22.69	24.61	24.23	24.50	23.48	23.61		25.19	23.84	21.49	25.87	23.67	24.69
Standard error	7.18	10.11	9.48	10.51	9.45	11.82	8.88	7.18	9.12	9.17	8.81		16.29	7.96	7.57	14.20	10.05	10.24

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q8 Approximately, what proportion of staff recruited using the model are based outside of the UK, if applicable? (Vendor neutral)

Base: All who use Vendor neutral model and who have staff based outside the UK

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	52	24	28	29	23	13	39	52	32	31	31		11	41	37	15	26	26
Weighted base	45	22	23	24	22	15	30	45	28	26	28		10	35	32	14	22	23
25% or under: 13.5	20	14	6	10	10	7	13	20	11	12	13	-	5	14	17	3	9	11
	44%	61%	27%	42%	46%	47%	42%	44%	38%	46%	47%	-	54%	41%	52%	24%	42%	45%
26% - 50%: 37.5	10	4	6	4	6	5	6	10	7	5	8	-	2	9	8	3	4	6
	23%	20%	26%	18%	28%	32%	18%	23%	25%	19%	29%	-	15%	25%	24%	21%	20%	26%
51% - 75%: 63.5	11	2	8	7	4	1	10	11	8	7	5	-	1	9	6	5	7	4
	23%	10%	36%	28%	18%	6%	32%	23%	30%	29%	17%	-	15%	26%	19%	34%	31%	16%
76% - 100%: 87.5	3	2	1	2	1	1	2	3	2	1	2	-	1	2	1	2	1	2
	6%	9%	3%	9%	4%	8%	5%	6%	7%	3%	7%	-	8%	6%	3%	15%	4%	9%
Don't know: NR	2	-	2	1	1	1	1	2	-	1	-	-	1	1	1	1	1	1
	4%	-	8%	3%	4%	6%	3%	4%	-	4%	-	-	8%	3%	3%	6%	4%	4%
Not applicable - my company does not operate outside of the UK: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net: 50% or less	30	18	12	14	16	12	18	30	17	17	21	-	7	23	24	6	14	17
	67%	81%	53%	60%	74%	80%	60%	67%	62%	65%	76%	-	69%	66%	76%	45%	62%	71%
Net: 51% or more	13	4	9	9	5	2	11	13	10	8	7	-	2	11	7	7	8	6
	30%	19%	40%	37%	22%	14%	37%	30%	38%	32%	24%	-	23%	32%	21%	49%	35%	25%
Mean	36.19	30.04	42.59	39.20	32.81	31.45	38.46	36.19	39.95	35.34	34.36		32.10	37.27	31.03	48.69	37.35	35.08
Standard deviation	24.23	24.34	22.38	25.76	21.90	22.69	24.61	24.23	24.50	23.48	23.61		25.19	23.84	21.49	25.87	23.67	24.69
Standard error	7.18	10.11	9.48	10.51	9.45	11.82	8.88	7.18	9.12	9.17	8.81		16.29	7.96	7.57	14.20	10.05	10.24

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Table 28
Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Master vendor)
Base: All who use Master vendor model

	Statements									
	Reduce the cost of recruitment	Attract the right people into the role	Retain staff	Reduce time to hire	Communicate your brand to candidates	Manage risks associated with recruitment	Manage accountability associated with recruitment	Ensure that candidates receive a high quality experience	Consolidate management information	Manage recruitment across different countries
Unweighted base	74	74	74	74	74	74	74	74	74	74
Weighted base	71	71	71	71	71	71	71	71	71	71
Very effective: 3	17	22	21	19	26	20	24	21	22	19
	23%	31%	29%	26%	37%	28%	34%	30%	31%	27%
Fairly effective: 2	40	39	30	34	27	38	34	40	38	27
	57%	55%	42%	48%	38%	54%	48%	56%	53%	39%
Not very effective: 1	10	10	15	16	13	11	10	8	8	12
	14%	14%	21%	23%	18%	16%	14%	12%	12%	17%
Not at all effective: 0	3	-	4	1	3	-	2	1	2	2
	5%	-	5%	1%	4%	-	2%	1%	3%	2%
Don't know: NR	1	1	1	1	2	1	1	1	1	1
	1%	1%	1%	1%	3%	2%	1%	1%	1%	1%
Not applicable: NR	-	-	1	1	-	-	-	-	-	9
	-	-	1%	1%	-	-	-	-	-	13%
Net: Effective	57	60	51	52	53	58	58	61	60	47
	80%	85%	71%	74%	75%	82%	82%	86%	84%	66%
Net: Not effective	13	10	19	17	16	11	12	9	10	14
	19%	14%	26%	24%	22%	16%	17%	13%	15%	20%
Mean	2.00	2.17	1.98	2.01	2.11	2.13	2.15	2.16	2.14	2.06
Standard deviation	0.75	0.65	0.86	0.74	0.85	0.66	0.74	0.67	0.73	0.79
Standard error	0.18	0.15	0.20	0.17	0.20	0.16	0.17	0.16	0.17	0.20

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Table 29
Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Master vendor)
Base: All who use Master vendor model

	Total	Business size		Seniority		Region		Resource models				Future resource models				Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	Vendor neutral	Master vendor	RPO	PSL	Procurement	Recruitment	Primary /service	Prof/ bus/ Pub sect
Unweighted base	74	35	39	41	33	23	51	33	74	45	45	25	57	33	37	62	12	33	41
Weighted base	71	36	35	38	33	25	46	29	71	42	43	25	55	32	35	60	10	32	39
Mean	2.00	2.01	1.99	2.13	1.84	1.94	2.03	2.09	2.00	2.15	1.96	2.09	2.02	2.18	2.00	2.03	1.82	2.09	1.93
Attract the right people into the role																			
Mean	2.17	2.24	2.10	2.28	2.05	2.05	2.24	2.33	2.17	2.26	2.21	2.25	2.22	2.23	2.30	2.18	2.13	2.10	2.24
Retain staff																			
Mean	1.98	2.06	1.90	2.14	1.79	1.92	2.01	2.18	1.98	2.12	2.02	2.15	2.00	2.05	2.13	2.03	1.67	2.00	1.96
Reduce time to hire																			
Mean	2.01	2.04	1.98	2.22	1.76	1.81	2.12	2.04	2.01	2.11	1.96	2.09	2.07	2.12	2.00	2.05	1.80	2.05	1.98
Communicate your brand to candidates																			
Mean	2.11	2.16	2.07	2.08	2.15	2.12	2.11	2.07	2.11	2.05	2.05	2.08	2.20	2.10	2.06	2.17	1.79	2.27	1.98
Manage risks associated with recruitment																			
Mean	2.13	2.20	2.06	2.20	2.04	2.10	2.14	2.18	2.13	2.22	2.12	2.03	2.12	2.18	2.16	2.13	2.10	2.22	2.05
Manage accountability associated with recruitment																			
Mean	2.15	2.12	2.19	2.19	2.11	2.09	2.19	2.35	2.15	2.18	2.19	2.25	2.16	2.24	2.21	2.17	2.09	2.42	1.93
Ensure that candidates receive a high quality experience																			
Mean	2.16	2.18	2.13	2.23	2.07	2.05	2.22	2.27	2.16	2.11	2.16	2.16	2.24	2.08	2.22	2.15	2.20	2.25	2.08
Consolidate management information																			
Mean	2.14	2.15	2.13	2.26	2.00	2.14	2.14	2.20	2.14	2.30	2.10	2.14	2.20	2.35	2.28	2.22	1.70	2.13	2.15
Manage recruitment across different countries (if applicable)																			
Mean	2.06	2.08	2.05	2.20	1.89	1.95	2.12	2.19	2.06	2.20	2.09	2.26	2.09	2.23	2.24	2.13	1.61	1.91	2.20
Average score - Efficiency																			
Mean	2.18	2.18	2.18	2.27	2.02	2.10	2.21	2.30	2.18	2.18	2.24	2.28	2.19	2.20	2.26	2.16	2.37	2.31	2.07
Average score - Candidate experience																			
Mean	2.22	2.29	2.12	2.24	2.19	2.25	2.20	2.26	2.22	2.22	2.25	2.20	2.22	2.24	2.21	2.23	2.09	2.43	2.04
Average score - Process management																			
Mean	2.27	2.45	2.02	2.29	2.23	2.30	2.25	2.36	2.27	2.27	2.36	2.40	2.29	2.35	2.33	2.27	2.20	2.46	2.12

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 Summary - Top 2 box (Effective)

Base: All who use Master vendor model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	74	35	39	41	33	23	51	33	74	45	45		14	60	62	12	33	41
Weighted base	71	36	35	38	33	25	46	29	71	42	43		15	56	60	10	32	39
Ensure that candidates receive a high quality experience	61	31	29	34	26	20	41	25	61	37	36	-	13	48	51	10	28	33
	86%	88%	83%	91%	81%	78%	90%	86%	86%	87%	84%	-	87%	86%	85%	93%	89%	84%
Attract the right people into the role	60	31	30	33	28	21	40	25	60	37	36	-	13	47	52	8	27	33
	85%	86%	85%	86%	84%	83%	87%	89%	85%	88%	84%	-	90%	84%	86%	81%	86%	85%
Consolidate management information	60	29	31	34	25	20	40	23	60	38	34	-	12	47	53	7	26	34
	84%	81%	88%	90%	77%	80%	86%	80%	84%	91%	80%	-	84%	85%	87%	66%	83%	86%
Manage accountability associated with recruitment	58	30	29	33	25	23	36	26	58	35	37	-	11	47	49	9	27	31
	82%	83%	81%	87%	76%	90%	78%	90%	82%	83%	86%	-	73%	85%	82%	85%	86%	79%
Manage risks associated with recruitment	58	29	28	34	24	20	38	23	58	37	36	-	13	45	50	8	26	32
	82%	83%	81%	89%	73%	79%	83%	80%	82%	88%	83%	-	84%	81%	82%	78%	83%	81%
Reduce the cost of recruitment	57	29	27	31	25	20	36	23	57	35	33	-	13	43	49	8	27	29
	80%	82%	78%	82%	77%	81%	80%	79%	80%	83%	76%	-	90%	77%	81%	73%	86%	75%
Communicate your brand to candidates	53	28	25	30	23	20	33	21	53	31	30	-	13	40	46	7	25	28
	75%	80%	70%	79%	70%	78%	73%	75%	75%	72%	70%	-	84%	72%	77%	62%	78%	72%
Reduce time to hire	52	26	27	31	21	17	35	22	52	32	30	-	11	42	45	8	27	25
	74%	72%	76%	81%	65%	70%	76%	75%	74%	75%	70%	-	73%	74%	74%	72%	86%	64%
Retain staff	51	25	25	29	22	17	33	21	51	32	29	-	10	40	44	7	25	25
	71%	72%	71%	75%	67%	68%	73%	72%	71%	76%	67%	-	70%	72%	72%	66%	80%	64%
Manage recruitment across different countries (if applicable)	47	22	25	28	19	15	32	22	47	32	30	-	8	38	42	4	21	26
	66%	63%	70%	73%	58%	60%	69%	77%	66%	76%	70%	-	56%	69%	70%	42%	65%	67%

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Master vendor)

Reduce the cost of recruitment

Base: All who use Master vendor model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	74	35	39	41	33	23	51	33	74	45	45		14	60	62	12	33	41
Weighted base	71	36	35	38	33	25	46	29	71	42	43		15	56	60	10	32	39
Very effective: 3	17	8	9	13	3	6	11	11	17	14	11	-	1	16	14	2	8	9
	23%	22%	24%	34%	11%	23%	24%	39%	23%	33%	26%	-	5%	28%	24%	21%	25%	22%
Fairly effective: 2	40	21	19	18	22	14	26	12	40	21	22	-	13	28	35	5	20	21
	57%	60%	53%	48%	67%	58%	56%	41%	57%	50%	51%	-	84%	49%	57%	52%	62%	53%
Not very effective: 1	10	3	7	6	5	2	8	3	10	6	8	-	1	9	9	2	4	7
	14%	10%	19%	15%	14%	10%	17%	12%	14%	15%	18%	-	5%	17%	14%	15%	11%	17%
Not at all effective: 0	3	2	1	1	2	2	1	2	3	1	2	-	-	3	2	1	1	2
	5%	6%	3%	3%	6%	10%	2%	9%	5%	2%	6%	-	-	6%	3%	12%	2%	6%
Don't know: NR	1	1	-	-	1	-	1	-	1	-	-	-	1	-	1	-	-	1
	1%	2%	-	-	2%	-	2%	-	1%	-	-	-	5%	-	1%	-	-	2%
Not applicable: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net: Effective	57	29	27	31	25	20	36	23	57	35	33	-	13	43	49	8	27	29
	80%	82%	78%	82%	77%	81%	80%	79%	80%	83%	76%	-	90%	77%	81%	73%	86%	75%
Net: Not effective	13	5	8	7	7	5	9	6	13	7	10	-	1	13	11	3	4	9
	19%	15%	22%	18%	20%	19%	19%	21%	19%	17%	24%	-	5%	23%	18%	27%	14%	23%
Mean	2.00	2.01	1.99	2.13	1.84	1.94	2.03	2.09	2.00	2.15	1.96		2.00	2.00	2.03	1.82	2.09	1.93
Standard deviation	0.75	0.75	0.76	0.78	0.69	0.84	0.69	0.92	0.75	0.73	0.81		0.34	0.82	0.72	0.90	0.67	0.81
Standard error	0.18	0.25	0.25	0.25	0.24	0.33	0.20	0.34	0.18	0.22	0.24		0.18	0.22	0.18	0.54	0.23	0.26

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Master vendor)

Attract the right people into the role

Base: All who use Master vendor model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	74	35	39	41	33	23	51	33	74	45	45		14	60	62	12	33	41
Weighted base	71	36	35	38	33	25	46	29	71	42	43		15	56	60	10	32	39
Very effective: 3	22	13	9	16	6	5	16	13	22	16	16	-	2	20	18	3	8	14
	31%	35%	26%	42%	18%	22%	36%	44%	31%	39%	37%	-	12%	36%	31%	31%	24%	36%
Fairly effective: 2	39	18	21	17	22	15	23	13	39	21	20	-	12	27	34	5	20	19
	55%	51%	59%	45%	66%	61%	51%	45%	55%	49%	46%	-	78%	48%	56%	50%	62%	49%
Not very effective: 1	10	4	5	5	4	4	5	3	10	5	7	-	1	9	8	2	4	5
	14%	12%	15%	14%	14%	17%	12%	11%	14%	12%	16%	-	5%	16%	13%	19%	14%	13%
Not at all effective: 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Don't know: NR	1	1	-	-	1	-	1	-	1	-	-	-	1	-	1	-	-	1
	1%	2%	-	-	2%	-	2%	-	1%	-	-	-	5%	-	1%	-	-	2%
Not applicable: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net: Effective	60	31	30	33	28	21	40	25	60	37	36	-	13	47	52	8	27	33
	85%	86%	85%	86%	84%	83%	87%	89%	85%	88%	84%	-	90%	84%	86%	81%	86%	85%
Net: Not effective	10	4	5	5	4	4	5	3	10	5	7	-	1	9	8	2	4	5
	14%	12%	15%	14%	14%	17%	12%	11%	14%	12%	16%	-	5%	16%	13%	19%	14%	13%
Mean	2.17	2.24	2.10	2.28	2.05	2.05	2.24	2.33	2.17	2.26	2.21		2.06	2.20	2.18	2.13	2.10	2.24
Standard deviation	0.65	0.65	0.63	0.69	0.57	0.62	0.65	0.67	0.65	0.66	0.70		0.42	0.69	0.64	0.70	0.61	0.67
Standard error	0.15	0.22	0.21	0.22	0.20	0.24	0.19	0.24	0.15	0.20	0.21		0.22	0.18	0.16	0.42	0.21	0.21

Survey of HR and Procurement Professionals Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Master vendor)

Retain staff

Base: All who use Master vendor model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	74	35	39	41	33	23	51	33	74	45	45		14	60	62	12	33	41
Weighted base	71	36	35	38	33	25	46	29	71	42	43		15	56	60	10	32	39
Very effective: 3	21	12	9	15	6	5	16	13	21	17	17	-	-	21	19	2	8	12
	29%	33%	26%	40%	18%	21%	34%	46%	29%	40%	40%	-	-	37%	32%	16%	26%	32%
Fairly effective: 2	30	14	16	14	16	12	18	7	30	15	11	-	10	19	24	5	17	13
	42%	38%	45%	36%	49%	48%	39%	25%	42%	36%	26%	-	70%	34%	40%	50%	54%	32%
Not very effective: 1	15	7	8	7	8	7	8	8	15	7	10	-	4	11	13	2	4	11
	21%	19%	23%	18%	24%	28%	17%	28%	21%	17%	24%	-	25%	20%	21%	20%	13%	28%
Not at all effective: 0	4	1	2	1	2	-	4	-	4	2	3	-	-	4	2	1	2	1
	5%	4%	6%	4%	7%	-	8%	-	5%	5%	7%	-	-	7%	4%	14%	7%	4%
Don't know: NR	1	1	-	-	1	-	1	-	1	-	-	-	1	-	1	-	-	1
	1%	2%	-	-	2%	-	2%	-	1%	-	-	-	5%	-	1%	-	-	2%
Not applicable: NR	1	1	-	1	-	1	-	-	1	1	1	-	-	1	1	-	-	1
	1%	3%	-	2%	-	4%	-	-	1%	2%	2%	-	-	2%	2%	-	-	2%
Net: Effective	51	25	25	29	22	17	33	21	51	32	29	-	10	40	44	7	25	25
	71%	72%	71%	75%	67%	68%	73%	72%	71%	76%	67%	-	70%	72%	72%	66%	80%	64%
Net: Not effective	19	8	10	8	10	7	12	8	19	9	13	-	4	15	15	4	6	12
	26%	24%	29%	22%	31%	28%	25%	28%	26%	22%	31%	-	25%	27%	25%	34%	20%	32%
Mean	1.98	2.06	1.90	2.14	1.79	1.92	2.01	2.18	1.98	2.12	2.02		1.74	2.04	2.03	1.67	2.00	1.96
Standard deviation	0.86	0.85	0.85	0.86	0.81	0.71	0.92	0.85	0.86	0.88	0.97		0.44	0.92	0.83	0.90	0.82	0.88
Standard error	0.20	0.29	0.28	0.28	0.28	0.28	0.27	0.31	0.20	0.27	0.29		0.23	0.24	0.21	0.55	0.28	0.28

Survey of HR and Procurement Professionals Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Master vendor)

Reduce time to hire

Base: All who use Master vendor model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	74	35	39	41	33	23	51	33	74	45	45		14	60	62	12	33	41
Weighted base	71	36	35	38	33	25	46	29	71	42	43		15	56	60	10	32	39
Very effective: 3	19	11	8	15	3	3	16	9	19	15	12	-	3	16	18	1	7	12
	26%	30%	22%	40%	10%	12%	34%	31%	26%	36%	28%	-	17%	29%	29%	7%	22%	30%
Fairly effective: 2	34	15	19	16	18	14	19	13	34	17	18	-	8	26	27	7	20	13
	48%	43%	53%	41%	55%	58%	42%	44%	48%	39%	42%	-	56%	46%	45%	65%	65%	34%
Not very effective: 1	16	8	9	7	9	8	8	6	16	9	12	-	3	13	13	3	4	13
	23%	21%	24%	19%	28%	30%	19%	22%	23%	21%	28%	-	22%	23%	22%	28%	11%	32%
Not at all effective: 0	1	1	-	-	1	-	1	1	1	1	1	-	-	1	1	-	1	-
	1%	2%	-	-	2%	-	2%	3%	1%	2%	2%	-	-	1%	1%	-	3%	-
Don't know: NR	1	1	-	-	1	-	1	-	1	-	-	-	1	-	1	-	-	1
	1%	2%	-	-	2%	-	2%	-	1%	-	-	-	5%	-	1%	-	-	2%
Not applicable: NR	1	1	-	-	1	-	1	-	1	1	-	-	-	1	1	-	-	1
	1%	2%	-	-	2%	-	2%	-	1%	2%	-	-	-	1%	1%	-	-	2%
Net: Effective	52	26	27	31	21	17	35	22	52	32	30	-	11	42	45	8	27	25
	74%	72%	76%	81%	65%	70%	76%	75%	74%	75%	70%	-	73%	74%	74%	72%	86%	64%
Net: Not effective	17	8	9	7	10	8	9	7	17	10	13	-	3	14	14	3	4	13
	24%	23%	24%	19%	30%	30%	20%	25%	24%	23%	30%	-	22%	24%	23%	28%	14%	32%
Mean	2.01	2.04	1.98	2.22	1.76	1.81	2.12	2.04	2.01	2.11	1.96		1.95	2.03	2.05	1.80	2.05	1.98
Standard deviation	0.74	0.79	0.68	0.73	0.66	0.62	0.78	0.80	0.74	0.80	0.80		0.64	0.76	0.76	0.55	0.65	0.80
Standard error	0.17	0.27	0.23	0.23	0.23	0.24	0.23	0.29	0.17	0.24	0.24		0.33	0.20	0.19	0.33	0.23	0.26

Survey of HR and Procurement Professionals Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Master vendor)

Communicate your brand to candidates

Base: All who use Master vendor model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	74	35	39	41	33	23	51	33	74	45	45		14	60	62	12	33	41
Weighted base	71	36	35	38	33	25	46	29	71	42	43		15	56	60	10	32	39
Very effective: 3	26	13	14	12	14	10	17	10	26	14	16	-	6	20	24	3	16	10
	37%	36%	38%	32%	44%	39%	36%	35%	37%	34%	36%	-	43%	36%	39%	24%	52%	25%
Fairly effective: 2	27	16	11	18	9	10	17	11	27	16	14	-	6	21	23	4	8	18
	38%	44%	31%	47%	27%	39%	37%	39%	38%	39%	34%	-	41%	37%	38%	38%	26%	47%
Not very effective: 1	13	4	9	7	6	4	9	6	13	8	10	-	1	12	10	3	5	8
	18%	11%	25%	19%	17%	17%	19%	22%	18%	19%	22%	-	5%	22%	16%	30%	15%	21%
Not at all effective: 0	3	2	1	1	2	1	2	1	3	2	2	-	1	2	2	1	2	1
	4%	5%	3%	2%	6%	5%	4%	3%	4%	5%	5%	-	5%	4%	3%	8%	5%	3%
Don't know: NR	2	1	1	-	2	-	2	-	2	1	1	-	1	1	2	-	1	1
	3%	4%	2%	-	7%	-	5%	-	3%	4%	3%	-	5%	3%	4%	-	2%	4%
Not applicable: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net: Effective	53	28	25	30	23	20	33	21	53	31	30	-	13	40	46	7	25	28
	75%	80%	70%	79%	70%	78%	73%	75%	75%	72%	70%	-	84%	72%	77%	62%	78%	72%
Net: Not effective	16	6	10	8	8	5	10	7	16	10	12	-	2	14	12	4	6	9
	22%	16%	28%	21%	23%	22%	22%	25%	22%	24%	27%	-	11%	25%	19%	38%	20%	24%
Mean	2.11	2.16	2.07	2.08	2.15	2.12	2.11	2.07	2.11	2.05	2.05		2.28	2.07	2.17	1.79	2.27	1.98
Standard deviation	0.85	0.81	0.88	0.77	0.94	0.86	0.84	0.83	0.85	0.86	0.89		0.81	0.85	0.83	0.90	0.90	0.78
Standard error	0.20	0.27	0.29	0.24	0.33	0.34	0.25	0.30	0.20	0.26	0.27		0.42	0.23	0.21	0.54	0.32	0.25

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Master vendor)

Manage risks associated with recruitment

Base: All who use Master vendor model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	74	35	39	41	33	23	51	33	74	45	45		14	60	62	12	33	41
Weighted base	71	36	35	38	33	25	46	29	71	42	43		15	56	60	10	32	39
Very effective: 3	20	11	9	12	9	8	12	11	20	14	12	-	3	18	17	3	12	8
	28%	32%	25%	30%	26%	30%	27%	37%	28%	32%	29%	-	17%	31%	28%	31%	39%	20%
Fairly effective: 2	38	18	20	22	16	12	26	12	38	23	23	-	10	28	33	5	14	24
	54%	51%	56%	59%	47%	49%	56%	43%	54%	55%	54%	-	67%	50%	55%	47%	45%	61%
Not very effective: 1	11	5	7	4	7	5	6	6	11	4	7	-	2	10	9	2	5	6
	16%	13%	19%	11%	22%	21%	14%	20%	16%	11%	17%	-	11%	17%	15%	22%	17%	15%
Not at all effective: 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Don't know: NR	1	1	-	-	1	-	1	-	1	1	-	-	1	1	1	-	-	1
	2%	4%	-	-	5%	-	3%	-	2%	2%	-	-	5%	1%	2%	-	-	4%
Not applicable: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net: Effective	58	29	28	34	24	20	38	23	58	37	36	-	13	45	50	8	26	32
	82%	83%	81%	89%	73%	79%	83%	80%	82%	88%	83%	-	84%	81%	82%	78%	83%	81%
Net: Not effective	11	5	7	4	7	5	6	6	11	4	7	-	2	10	9	2	5	6
	16%	13%	19%	11%	22%	21%	14%	20%	16%	11%	17%	-	11%	17%	15%	22%	17%	15%
Mean	2.13	2.20	2.06	2.20	2.04	2.10	2.14	2.18	2.13	2.22	2.12		2.06	2.14	2.13	2.10	2.22	2.05
Standard deviation	0.66	0.65	0.66	0.61	0.71	0.71	0.63	0.74	0.66	0.62	0.66		0.54	0.69	0.65	0.72	0.71	0.61
Standard error	0.16	0.22	0.22	0.19	0.25	0.28	0.19	0.27	0.16	0.19	0.20		0.28	0.18	0.17	0.44	0.25	0.19

Survey of HR and Procurement Professionals Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Master vendor)

Manage accountability associated with recruitment

Base: All who use Master vendor model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	74	35	39	41	33	23	51	33	74	45	45		14	60	62	12	33	41
Weighted base	71	36	35	38	33	25	46	29	71	42	43		15	56	60	10	32	39
Very effective: 3	24	9	15	12	12	5	20	14	24	15	15	-	5	19	21	3	18	6
	34%	26%	42%	32%	37%	18%	43%	48%	34%	36%	35%	-	32%	35%	35%	31%	56%	16%
Fairly effective: 2	34	20	14	21	13	18	16	12	34	20	22	-	6	28	28	6	10	25
	48%	57%	39%	56%	40%	72%	35%	43%	48%	47%	51%	-	41%	50%	47%	55%	30%	63%
Not very effective: 1	10	5	5	5	5	2	8	2	10	6	5	-	3	7	9	1	4	6
	14%	15%	14%	13%	17%	10%	17%	7%	14%	15%	12%	-	22%	12%	16%	8%	14%	15%
Not at all effective: 0	2	-	2	-	2	-	2	1	2	1	1	-	-	2	1	1	-	2
	2%	-	4%	-	5%	-	3%	3%	2%	2%	2%	-	-	3%	1%	7%	-	4%
Don't know: NR	1	1	-	-	1	-	1	-	1	-	-	-	1	-	1	-	-	1
	1%	2%	-	-	2%	-	2%	-	1%	-	-	-	5%	-	1%	-	-	2%
Not applicable: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net: Effective	58	30	29	33	25	23	36	26	58	35	37	-	11	47	49	9	27	31
	82%	83%	81%	87%	76%	90%	78%	90%	82%	83%	86%	-	73%	85%	82%	85%	86%	79%
Net: Not effective	12	5	7	5	7	2	9	3	12	7	6	-	3	8	10	2	4	7
	17%	15%	19%	13%	21%	10%	20%	10%	17%	17%	14%	-	22%	15%	17%	15%	14%	19%
Mean	2.15	2.12	2.19	2.19	2.11	2.09	2.19	2.35	2.15	2.18	2.19		2.10	2.17	2.17	2.09	2.42	1.93
Standard deviation	0.74	0.63	0.84	0.64	0.85	0.52	0.84	0.73	0.74	0.74	0.71		0.74	0.74	0.73	0.81	0.72	0.69
Standard error	0.17	0.21	0.28	0.20	0.29	0.20	0.25	0.27	0.17	0.22	0.21		0.39	0.20	0.19	0.49	0.25	0.22

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Master vendor)

Ensure that candidates receive a high quality experience

Base: All who use Master vendor model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	74	35	39	41	33	23	51	33	74	45	45		14	60	62	12	33	41
Weighted base	71	36	35	38	33	25	46	29	71	42	43		15	56	60	10	32	39
Very effective: 3	21	10	11	13	8	8	13	12	21	11	14	-	5	16	18	3	12	10
	30%	27%	32%	35%	24%	31%	29%	40%	30%	27%	32%	-	32%	29%	30%	28%	36%	25%
Fairly effective: 2	40	22	18	21	19	12	28	13	40	26	22	-	8	31	33	7	17	23
	56%	61%	51%	55%	57%	47%	61%	46%	56%	60%	51%	-	55%	56%	54%	65%	52%	59%
Not very effective: 1	8	3	5	3	6	5	4	4	8	5	7	-	1	7	8	1	4	5
	12%	9%	14%	7%	17%	18%	8%	14%	12%	11%	16%	-	8%	13%	13%	7%	11%	12%
Not at all effective: 0	1	-	1	1	-	1	-	-	1	1	-	-	-	1	1	-	-	1
	1%	-	3%	2%	-	4%	-	-	1%	2%	-	-	-	2%	2%	-	-	2%
Don't know: NR	1	1	-	-	1	-	1	-	1	-	-	-	1	-	1	-	-	1
	1%	2%	-	-	2%	-	2%	-	1%	-	-	-	5%	-	1%	-	-	2%
Not applicable: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net: Effective	61	31	29	34	26	20	41	25	61	37	36	-	13	48	51	10	28	33
	86%	88%	83%	91%	81%	78%	90%	86%	86%	87%	84%	-	87%	86%	85%	93%	89%	84%
Net: Not effective	9	3	6	4	6	6	4	4	9	6	7	-	1	8	8	1	4	6
	13%	9%	17%	9%	17%	22%	8%	14%	13%	13%	16%	-	8%	14%	14%	7%	11%	14%
Mean	2.16	2.18	2.13	2.23	2.07	2.05	2.22	2.27	2.16	2.11	2.16		2.24	2.14	2.15	2.20	2.25	2.08
Standard deviation	0.67	0.59	0.74	0.68	0.64	0.80	0.58	0.68	0.67	0.67	0.68		0.60	0.68	0.69	0.55	0.65	0.68
Standard error	0.16	0.19	0.24	0.22	0.22	0.31	0.17	0.25	0.16	0.20	0.20		0.31	0.18	0.17	0.33	0.22	0.21

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Master vendor)

Consolidate management information

Base: All who use Master vendor model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	74	35	39	41	33	23	51	33	74	45	45		14	60	62	12	33	41
Weighted base	71	36	35	38	33	25	46	29	71	42	43		15	56	60	10	32	39
Very effective: 3	22	13	10	15	8	10	12	13	22	17	15	-	3	20	20	2	10	13
	31%	36%	27%	39%	23%	39%	27%	44%	31%	39%	34%	-	18%	35%	33%	23%	30%	32%
Fairly effective: 2	38	16	22	20	18	10	27	10	38	22	20	-	10	28	33	5	17	21
	53%	45%	61%	52%	54%	42%	59%	36%	53%	51%	46%	-	66%	50%	55%	44%	52%	54%
Not very effective: 1	8	5	3	2	6	4	5	4	8	4	7	-	2	7	7	2	6	3
	12%	14%	10%	6%	18%	15%	10%	16%	12%	9%	16%	-	11%	12%	11%	15%	17%	7%
Not at all effective: 0	2	1	1	1	1	1	1	1	2	-	2	-	-	2	-	2	-	2
	3%	3%	2%	3%	2%	5%	2%	4%	3%	-	5%	-	-	4%	-	19%	-	5%
Don't know: NR	1	1	-	-	1	-	1	-	1	-	-	-	1	-	1	-	-	1
	1%	2%	-	-	2%	-	2%	-	1%	-	-	-	5%	-	1%	-	-	2%
Not applicable: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net: Effective	60	29	31	34	25	20	40	23	60	38	34	-	12	47	53	7	26	34
	84%	81%	88%	90%	77%	80%	86%	80%	84%	91%	80%	-	84%	85%	87%	66%	83%	86%
Net: Not effective	10	6	4	4	7	5	5	6	10	4	9	-	2	9	7	4	6	5
	15%	17%	12%	10%	20%	20%	12%	20%	15%	9%	20%	-	11%	15%	11%	34%	17%	12%
Mean	2.14	2.15	2.13	2.26	2.00	2.14	2.14	2.20	2.14	2.30	2.10		2.07	2.16	2.22	1.70	2.13	2.15
Standard deviation	0.73	0.79	0.66	0.72	0.72	0.84	0.65	0.85	0.73	0.63	0.82		0.55	0.76	0.63	1.02	0.68	0.77
Standard error	0.17	0.26	0.22	0.23	0.25	0.33	0.19	0.31	0.17	0.19	0.24		0.29	0.20	0.16	0.62	0.24	0.24

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (Master vendor)

Manage recruitment across different countries (if applicable)

Base: All who use Master vendor model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	74	35	39	41	33	23	51	33	74	45	45		14	60	62	12	33	41
Weighted base	71	36	35	38	33	25	46	29	71	42	43		15	56	60	10	32	39
Very effective: 3	19	11	8	13	6	5	14	10	19	16	15	-	2	18	18	1	7	12
	27%	32%	23%	35%	18%	21%	31%	35%	27%	38%	36%	-	11%	32%	31%	9%	23%	31%
Fairly effective: 2	27	11	17	14	13	10	18	12	27	16	15	-	7	21	24	4	13	14
	39%	31%	47%	38%	40%	39%	39%	42%	39%	39%	34%	-	46%	37%	40%	34%	42%	36%
Not very effective: 1	12	6	7	5	7	5	8	5	12	6	8	-	2	10	8	4	7	6
	17%	16%	19%	14%	22%	18%	17%	17%	17%	15%	19%	-	16%	18%	13%	41%	21%	15%
Not at all effective: 0	2	2	-	1	1	1	1	-	2	1	2	-	-	2	2	-	2	-
	2%	5%	-	2%	3%	4%	2%	-	2%	2%	4%	-	-	3%	3%	-	5%	-
Don't know: NR	1	1	-	-	1	-	1	-	1	-	-	-	1	-	1	-	-	1
	1%	2%	-	-	2%	-	2%	-	1%	-	-	-	5%	-	1%	-	-	2%
Not applicable: NR	9	5	4	4	5	4	5	2	9	3	3	-	3	6	7	2	3	6
	13%	14%	12%	11%	15%	18%	11%	6%	13%	7%	7%	-	22%	11%	12%	17%	9%	17%
Net: Effective	47	22	25	28	19	15	32	22	47	32	30	-	8	38	42	4	21	26
	66%	63%	70%	73%	58%	60%	69%	77%	66%	76%	70%	-	56%	69%	70%	42%	65%	67%
Net: Not effective	14	7	7	6	8	6	9	5	14	7	10	-	2	12	10	4	8	6
	20%	21%	19%	16%	25%	22%	19%	17%	20%	17%	23%	-	16%	21%	16%	41%	26%	15%
Mean	2.06	2.08	2.05	2.20	1.89	1.95	2.12	2.19	2.06	2.20	2.09		1.93	2.09	2.13	1.61	1.91	2.20
Standard deviation	0.79	0.89	0.68	0.78	0.78	0.81	0.78	0.72	0.79	0.78	0.87		0.61	0.83	0.79	0.67	0.84	0.72
Standard error	0.20	0.32	0.24	0.26	0.29	0.35	0.24	0.27	0.20	0.24	0.27		0.36	0.23	0.21	0.44	0.31	0.25

Survey of HR and Procurement Professionals
Online Fieldwork: 11th-28th September 2014

Q6 Which of the following types of staff do you recruit through this method? (Master vendor)

Base: All who use Master vendor model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	74	35	39	41	33	23	51	33	74	45	45		14	60	62	12	33	41
Weighted base	71	36	35	38	33	25	46	29	71	42	43		15	56	60	10	32	39
Permanent staff	58	28	30	33	25	20	38	20	58	35	34	-	12	46	49	9	22	36
	82%	79%	84%	86%	77%	79%	83%	69%	82%	83%	78%	-	83%	82%	81%	84%	70%	92%
Temporary staff	52	29	22	27	25	18	33	18	52	31	29	-	13	39	45	6	24	28
	73%	82%	64%	71%	75%	73%	73%	62%	73%	74%	68%	-	84%	70%	75%	58%	75%	71%
Contractors	51	24	27	25	26	16	35	23	51	32	34	-	10	41	44	7	23	28
	72%	68%	76%	66%	80%	63%	77%	80%	72%	75%	79%	-	67%	74%	73%	71%	73%	72%
Interim management	32	18	15	21	11	10	23	14	32	25	25	-	2	31	30	2	10	22
	46%	49%	42%	55%	34%	39%	49%	49%	46%	60%	58%	-	10%	55%	50%	20%	33%	56%
Executive level	24	15	9	18	6	6	18	12	24	19	18	-	3	21	22	2	6	18
	34%	43%	26%	48%	18%	26%	39%	42%	34%	46%	42%	-	19%	38%	37%	20%	19%	47%
Don't know	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q7 During the lifetime of the contract, approximately what proportion of your current staff were recruited using this model? (Master vendor)

Base: All who use Master vendor model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	74	35	39	41	33	23	51	33	74	45	45		14	60	62	12	33	41
Weighted base	71	36	35	38	33	25	46	29	71	42	43		15	56	60	10	32	39
25% or under: 13.5	24	8	16	11	13	8	16	12	24	11	14	-	7	16	22	1	12	12
	34%	23%	45%	30%	39%	30%	36%	42%	34%	27%	32%	-	50%	29%	37%	14%	39%	30%
26% - 50%: 37.5	26	14	12	10	16	11	15	10	26	17	14	-	4	22	21	5	11	15
	36%	38%	35%	26%	49%	42%	33%	35%	36%	39%	33%	-	27%	39%	35%	46%	36%	37%
51% - 75%: 63.5	19	12	7	15	4	5	14	6	19	13	14	-	2	17	16	3	8	11
	27%	34%	20%	40%	13%	20%	31%	22%	27%	32%	32%	-	16%	30%	26%	31%	25%	29%
76% - 100%: 87.5	1	1	-	1	-	1	-	-	1	-	-	-	1	-	-	1	-	1
	1%	3%	-	2%	-	4%	-	-	1%	-	-	-	6%	-	-	9%	-	2%
Don't know: NR	1	1	-	1	-	1	-	-	1	1	1	-	-	1	1	-	-	1
	1%	3%	-	2%	-	4%	-	-	1%	2%	2%	-	-	2%	2%	-	-	2%
Net: 50% or less	50	22	28	21	29	18	32	22	50	28	28	-	12	38	43	6	24	26
	70%	61%	80%	56%	87%	72%	69%	78%	70%	66%	65%	-	78%	68%	72%	60%	75%	67%
Net: 51% or more	20	13	7	16	4	6	14	6	20	13	14	-	3	17	16	4	8	12
	28%	36%	20%	42%	13%	24%	31%	22%	28%	32%	32%	-	22%	30%	26%	40%	25%	31%
Mean	37.05	42.29	31.92	41.98	31.49	37.30	36.92	33.10	37.05	39.30	38.21		32.72	38.22	35.37	46.57	34.64	39.06
Standard deviation	20.38	20.31	19.11	22.16	16.49	20.44	20.35	19.37	20.38	19.30	20.33		23.00	19.45	19.86	20.67	19.69	20.73
Standard error	4.78	6.77	6.30	7.14	5.64	8.16	5.90	7.09	4.78	5.88	6.14		11.69	5.14	5.05	12.52	6.85	6.58

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q8 Approximately, what proportion of staff recruited using the model are based outside of the UK, if applicable? (Master vendor)

Base: All who use Master vendor model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	74	35	39	41	33	23	51	33	74	45	45		14	60	62	12	33	41
Weighted base	71	36	35	38	33	25	46	29	71	42	43		15	56	60	10	32	39
25% or under: 13.5	29	14	15	12	17	12	16	10	29	16	17	-	8	20	26	3	13	16
	41%	39%	42%	30%	53%	49%	36%	35%	41%	38%	40%	-	57%	36%	43%	27%	41%	40%
26% - 50%: 37.5	12	6	6	6	6	4	8	6	12	8	9	-	2	10	10	2	9	3
	17%	16%	18%	16%	18%	17%	17%	20%	17%	19%	20%	-	10%	19%	17%	15%	28%	8%
51% - 75%: 63.5	17	9	9	12	5	3	14	10	17	13	12	-	-	17	14	3	4	13
	24%	24%	24%	33%	14%	13%	30%	35%	24%	32%	29%	-	-	31%	24%	28%	12%	34%
76% - 100%: 87.5	2	-	2	2	1	-	2	2	2	1	2	-	-	2	1	1	2	1
	3%	-	7%	4%	2%	-	5%	6%	3%	2%	5%	-	-	4%	1%	14%	5%	2%
Don't know: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Not applicable - my company does not operate outside of the UK: NR	11	7	3	6	4	5	6	1	11	4	2	-	5	6	9	2	4	6
	15%	21%	9%	16%	13%	20%	12%	3%	15%	9%	5%	-	33%	10%	15%	17%	14%	16%
Net: 50% or less	41	20	21	18	23	17	24	16	41	24	26	-	10	31	36	4	22	19
	58%	55%	60%	47%	70%	66%	53%	56%	58%	57%	61%	-	67%	55%	60%	41%	69%	48%
Net: 51% or more	19	9	11	14	5	3	16	12	19	14	15	-	-	19	15	4	5	14
	27%	24%	31%	37%	17%	13%	35%	41%	27%	34%	34%	-	-	35%	25%	42%	17%	36%
Mean	35.35	33.49	36.99	41.47	28.52	27.05	39.47	41.12	35.35	37.55	38.11		17.22	38.96	33.38	46.97	32.65	37.61
Standard deviation	23.67	21.78	25.11	24.17	21.09	18.96	24.67	24.30	23.67	23.14	24.35		8.68	24.05	22.41	27.30	22.22	24.59
Standard error	5.98	8.03	8.70	8.41	7.75	8.31	7.63	9.04	5.98	7.32	7.45		5.38	6.65	6.12	18.14	8.32	8.42

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q8 Approximately, what proportion of staff recruited using the model are based outside of the UK, if applicable? (Master vendor)

Base: All who use Master vendor model and who have staff based outside the UK

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	62	27	35	34	28	18	44	32	62	41	43		8	54	52	10	28	34
Weighted base	60	28	32	32	28	20	40	28	60	38	41		10	50	51	9	27	33
25% or under: 13.5	29	14	15	12	17	12	16	10	29	16	17	-	8	20	26	3	13	16
	48%	50%	46%	36%	61%	62%	41%	37%	48%	42%	42%	-	85%	41%	51%	32%	48%	48%
26% - 50%: 37.5	12	6	6	6	6	4	8	6	12	8	9	-	2	10	10	2	9	3
	20%	20%	20%	20%	20%	22%	19%	21%	20%	21%	21%	-	15%	21%	20%	18%	32%	10%
51% - 75%: 63.5	17	9	9	12	5	3	14	10	17	13	12	-	-	17	14	3	4	13
	28%	30%	27%	39%	16%	17%	34%	37%	28%	35%	30%	-	-	34%	28%	33%	14%	40%
76% - 100%: 87.5	2	-	2	2	1	-	2	2	2	1	2	-	-	2	1	1	2	1
	4%	-	7%	5%	3%	-	6%	6%	4%	2%	6%	-	-	5%	2%	17%	6%	2%
Don't know: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Not applicable - my company does not operate outside of the UK: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net: 50% or less	41	20	21	18	23	17	24	16	41	24	26	-	10	31	36	4	22	19
	68%	70%	66%	56%	81%	83%	60%	58%	68%	63%	64%	-	100%	61%	71%	50%	80%	57%
Net: 51% or more	19	9	11	14	5	3	16	12	19	14	15	-	-	19	15	4	5	14
	32%	30%	34%	44%	19%	17%	40%	42%	32%	37%	36%	-	-	39%	29%	50%	20%	43%
Mean	35.35	33.49	36.99	41.47	28.52	27.05	39.47	41.12	35.35	37.55	38.11		17.22	38.96	33.38	46.97	32.65	37.61
Standard deviation	23.67	21.78	25.11	24.17	21.09	18.96	24.67	24.30	23.67	23.14	24.35		8.68	24.05	22.41	27.30	22.22	24.59
Standard error	5.98	8.03	8.70	8.41	7.75	8.31	7.63	9.04	5.98	7.32	7.45		5.38	6.65	6.12	18.14	8.32	8.42

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Table 45
Q5 In your view, how effective is the model in helping your organisation to do each of the following? (RPO)
Base: All who use Recruitment process outsourcing model

	Statements									
	Reduce the cost of recruitment	Attract the right people into the role	Retain staff	Reduce time to hire	Communicate your brand to candidates	Manage risks associated with recruitment	Manage accountability associated with recruitment	Ensure that candidates receive a high quality experience	Consolidate management information	Manage recruitment across different countries
Unweighted base	104	104	104	104	104	104	104	104	104	104
Weighted base	104	104	104	104	104	104	104	104	104	104
Very effective: 3	24	24	12	23	27	22	30	22	27	23
	23%	23%	11%	22%	26%	21%	29%	21%	26%	22%
Fairly effective: 2	47	63	54	54	55	60	49	58	54	43
	45%	60%	52%	52%	53%	57%	47%	55%	52%	42%
Not very effective: 1	23	13	26	22	16	14	17	17	13	16
	22%	12%	25%	21%	15%	13%	16%	16%	12%	15%
Not at all effective: 0	6	2	6	3	2	3	3	2	4	3
	6%	2%	5%	3%	2%	3%	3%	2%	4%	3%
Don't know: NR	3	2	2	2	2	2	2	5	3	2
	3%	2%	2%	1%	1%	2%	2%	5%	3%	1%
Not applicable: NR	1	1	4	1	2	2	2	1	4	17
	1%	1%	4%	1%	2%	2%	2%	1%	4%	17%
Net: Effective	71	87	66	77	83	82	79	80	80	66
	68%	83%	63%	74%	79%	79%	76%	77%	77%	64%
Net: Not effective	30	14	32	24	18	17	20	19	16	19
	28%	14%	30%	23%	17%	16%	19%	18%	16%	18%
Mean	1.88	2.08	1.74	1.97	2.08	2.02	2.07	2.01	2.07	2.01
Standard deviation	0.84	0.65	0.74	0.74	0.70	0.70	0.77	0.69	0.74	0.77
Standard error	0.16	0.13	0.15	0.14	0.14	0.14	0.15	0.14	0.15	0.16

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Table 46

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (RPO)

Base: All who use Recruitment process outsourcing model

	Total	Business size		Seniority		Region		Resource models				Future resource models				Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	Vendor neutral	Master vendor	RPO	PSL	Procurement	Recruitment	Primary /service	Prof/ bus/ Pub sect
Unweighted base	104	52	52	62	42	41	63	32	45	104	51	28	36	72	47	83	21	42	62
Weighted base	104	56	48	59	45	46	58	27	42	104	50	30	34	72	44	78	26	42	62
Reduce the cost of recruitment																			
Mean	1.88	1.85	1.91	1.91	1.84	1.87	1.88	2.05	2.26	1.88	2.16	2.18	2.14	1.88	2.17	1.99	1.52	1.92	1.85
Attract the right people into the role																			
Mean	2.08	2.13	2.02	2.03	2.14	2.11	2.05	2.12	2.17	2.08	2.16	1.98	2.05	2.09	2.13	2.11	1.96	2.26	1.95
Retain staff																			
Mean	1.74	1.70	1.79	1.73	1.76	1.64	1.82	1.93	2.03	1.74	1.76	1.78	1.98	1.71	1.85	1.81	1.54	1.91	1.63
Reduce time to hire																			
Mean	1.97	2.05	1.87	2.11	1.77	1.97	1.96	2.21	2.23	1.97	2.22	2.05	2.19	1.95	2.13	2.06	1.65	2.08	1.89
Communicate your brand to candidates																			
Mean	2.08	2.11	2.05	2.04	2.13	1.97	2.18	2.26	2.33	2.08	2.17	2.35	2.25	2.18	2.09	2.12	1.95	2.25	1.96
Manage risks associated with recruitment																			
Mean	2.02	2.03	2.01	2.10	1.90	1.95	2.07	2.04	2.21	2.02	2.09	2.17	2.19	2.04	2.15	2.08	1.83	2.22	1.87
Manage accountability associated with recruitment																			
Mean	2.07	2.07	2.08	2.02	2.15	2.00	2.13	2.31	2.31	2.07	2.31	2.35	2.39	2.10	2.29	2.14	1.85	2.19	1.99
Ensure that candidates receive a high quality experience																			
Mean	2.01	2.01	2.01	2.02	2.00	2.01	2.02	2.17	2.15	2.01	2.00	1.88	2.21	2.10	2.00	2.10	1.74	2.10	1.95
Consolidate management information																			
Mean	2.07	2.09	2.03	2.02	2.13	2.08	2.06	2.36	2.37	2.07	2.21	2.20	2.32	2.11	2.18	2.17	1.73	2.23	1.96
Manage recruitment across different countries (if applicable)																			
Mean	2.01	2.13	1.88	1.99	2.03	1.99	2.02	2.29	2.18	2.01	2.21	2.13	2.26	2.12	2.01	2.05	1.88	2.09	1.95
Average score - Efficiency																			
Mean	1.85	1.86	1.84	1.90	1.78	1.81	1.89	2.05	2.18	1.85	2.03	1.99	2.09	1.84	2.03	1.94	1.56	1.94	1.79
Average score - Candidate experience																			
Mean	2.05	2.08	2.01	2.02	2.08	2.02	2.07	2.18	2.22	2.05	2.10	2.07	2.15	2.12	2.06	2.10	1.88	2.19	1.95
Average score - Process management																			
Mean	2.02	2.08	1.96	2.03	2.01	1.97	2.07	2.23	2.27	2.02	2.20	2.19	2.29	2.08	2.12	2.09	1.81	2.14	1.94

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 Summary - Top 2 box (Effective)

Base: All who use Recruitment process outsourcing model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	104	52	52	62	42	41	63	32	45	104	51		34	70	83	21	42	62
Weighted base	104	56	48	59	45	46	58	27	42	104	50		38	66	78	26	42	62
Attract the right people into the role	87	49	37	48	39	39	47	22	37	87	42	-	31	56	65	22	40	46
	83%	88%	78%	81%	87%	86%	81%	82%	86%	83%	84%	-	82%	84%	83%	85%	96%	75%
Communicate your brand to candidates	83	46	36	45	37	38	45	22	38	83	40	-	29	54	64	19	35	47
	79%	83%	76%	76%	84%	82%	78%	82%	89%	79%	80%	-	78%	81%	82%	72%	84%	76%
Manage risks associated with recruitment	82	43	39	49	34	35	47	20	36	82	40	-	30	52	62	20	38	44
	79%	77%	80%	82%	75%	77%	80%	76%	85%	79%	80%	-	79%	79%	80%	75%	90%	71%
Consolidate management information	80	42	38	43	37	34	46	23	37	80	41	-	27	53	63	17	35	45
	77%	76%	79%	73%	83%	75%	79%	86%	88%	77%	81%	-	73%	80%	81%	66%	84%	73%
Ensure that candidates receive a high quality experience	80	43	37	44	35	34	46	22	37	80	37	-	30	50	63	16	36	44
	77%	76%	77%	75%	79%	74%	79%	83%	88%	77%	73%	-	80%	75%	81%	63%	85%	71%
Manage accountability associated with recruitment	79	43	37	42	37	33	47	24	35	79	43	-	25	54	60	19	38	42
	76%	76%	76%	71%	83%	71%	80%	88%	84%	76%	86%	-	66%	82%	77%	73%	90%	67%
Reduce time to hire	77	47	31	49	28	36	42	24	38	77	42	-	24	53	62	15	33	45
	74%	83%	64%	83%	63%	78%	72%	88%	90%	74%	83%	-	65%	80%	80%	59%	78%	72%
Reduce the cost of recruitment	71	37	34	42	28	32	39	22	37	71	39	-	21	49	58	12	29	41
	68%	66%	70%	72%	63%	69%	67%	82%	88%	68%	78%	-	57%	74%	75%	48%	70%	67%
Manage recruitment across different countries (if applicable)	66	36	30	38	28	25	41	23	35	66	36	-	20	46	50	16	28	38
	64%	65%	62%	64%	63%	55%	70%	85%	83%	64%	72%	-	53%	70%	64%	62%	67%	61%
Retain staff	66	34	32	36	30	26	40	17	33	66	32	-	24	41	51	15	30	36
	63%	61%	66%	60%	67%	56%	68%	64%	77%	63%	64%	-	65%	62%	65%	57%	71%	58%

Survey of HR and Procurement Professionals Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (RPO)

Reduce the cost of recruitment

Base: All who use Recruitment process outsourcing model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	104	52	52	62	42	41	63	32	45	104	51		34	70	83	21	42	62
Weighted base	104	56	48	59	45	46	58	27	42	104	50		38	66	78	26	42	62
Very effective: 3	24	13	10	15	9	10	14	8	16	24	17	-	4	20	21	2	11	13
	23%	24%	21%	25%	20%	21%	24%	29%	39%	23%	34%	-	11%	29%	27%	9%	26%	21%
Fairly effective: 2	47	23	24	28	19	22	25	14	21	47	22	-	17	30	37	10	18	29
	45%	42%	49%	47%	43%	48%	43%	53%	49%	45%	43%	-	46%	45%	47%	39%	44%	46%
Not very effective: 1	23	15	8	11	13	11	13	3	5	23	8	-	11	13	14	9	10	14
	22%	27%	17%	18%	28%	23%	22%	12%	12%	22%	16%	-	28%	19%	18%	35%	23%	22%
Not at all effective: 0	6	3	3	5	2	2	4	2	-	6	1	-	4	2	4	2	2	4
	6%	6%	6%	8%	3%	5%	7%	6%	-	6%	1%	-	11%	3%	5%	9%	6%	6%
Don't know: NR	3	1	2	1	2	1	2	-	-	3	1	-	2	1	1	2	1	2
	3%	1%	5%	1%	5%	2%	4%	-	-	3%	3%	-	5%	2%	1%	9%	2%	4%
Not applicable: NR	1	-	1	1	-	-	1	-	-	1	1	-	-	1	1	-	-	1
	1%	-	2%	1%	-	-	1%	-	-	1%	1%	-	-	1%	1%	-	-	1%
Net: Effective	71	37	34	42	28	32	39	22	37	71	39	-	21	49	58	12	29	41
	68%	66%	70%	72%	63%	69%	67%	82%	88%	68%	78%	-	57%	74%	75%	48%	70%	67%
Net: Not effective	30	19	11	15	14	13	16	5	5	30	9	-	15	15	18	11	12	18
	28%	33%	23%	26%	32%	29%	28%	18%	12%	28%	18%	-	39%	23%	23%	44%	28%	29%
Mean	1.88	1.85	1.91	1.91	1.84	1.87	1.88	2.05	2.26	1.88	2.16		1.60	2.03	1.99	1.52	1.92	1.85
Standard deviation	0.84	0.85	0.82	0.87	0.79	0.81	0.86	0.80	0.66	0.84	0.75		0.83	0.80	0.82	0.80	0.85	0.83
Standard error	0.16	0.22	0.24	0.22	0.24	0.24	0.23	0.30	0.20	0.16	0.21		0.27	0.20	0.18	0.32	0.26	0.21

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (RPO)

Attract the right people into the role

Base: All who use Recruitment process outsourcing model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	104	52	52	62	42	41	63	32	45	104	51		34	70	83	21	42	62
Weighted base	104	56	48	59	45	46	58	27	42	104	50		38	66	78	26	42	62
Very effective: 3	24	13	11	13	11	13	11	8	14	24	13	-	8	16	23	1	14	10
	23%	23%	23%	22%	25%	29%	18%	31%	32%	23%	27%	-	21%	24%	30%	3%	32%	17%
Fairly effective: 2	63	36	26	35	28	26	37	14	23	63	29	-	23	40	41	21	27	36
	60%	65%	55%	59%	62%	57%	63%	51%	54%	60%	57%	-	61%	60%	53%	81%	64%	58%
Not very effective: 1	13	6	7	9	3	5	8	5	5	13	6	-	5	7	11	2	1	12
	12%	11%	14%	15%	8%	10%	14%	18%	12%	12%	11%	-	14%	11%	14%	7%	2%	19%
Not at all effective: 0	2	-	2	1	1	2	-	-	1	2	-	-	1	1	2	-	1	1
	2%	-	4%	2%	2%	4%	-	-	2%	2%	-	-	2%	1%	2%	-	2%	1%
Don't know: NR	2	1	2	1	2	-	2	-	-	2	1	-	1	1	-	2	-	2
	2%	1%	3%	1%	3%	-	4%	-	-	2%	3%	-	2%	2%	-	9%	-	4%
Not applicable: NR	1	-	1	1	-	-	1	-	-	1	1	-	-	1	1	-	-	1
	1%	-	2%	1%	-	-	1%	-	-	1%	1%	-	-	1%	1%	-	-	1%
Net: Effective	87	49	37	48	39	39	47	22	37	87	42	-	31	56	65	22	40	46
	83%	88%	78%	81%	87%	86%	81%	82%	86%	83%	84%	-	82%	84%	83%	85%	96%	75%
Net: Not effective	14	6	8	10	4	6	8	5	6	14	6	-	6	8	13	2	2	13
	14%	11%	17%	17%	10%	14%	14%	18%	14%	14%	11%	-	16%	12%	16%	7%	4%	21%
Mean	2.08	2.13	2.02	2.03	2.14	2.11	2.05	2.12	2.17	2.08	2.16		2.02	2.11	2.11	1.96	2.26	1.95
Standard deviation	0.65	0.57	0.74	0.66	0.64	0.73	0.58	0.69	0.71	0.65	0.61		0.67	0.64	0.72	0.33	0.60	0.66
Standard error	0.13	0.15	0.21	0.17	0.19	0.21	0.15	0.26	0.21	0.13	0.17		0.22	0.16	0.16	0.13	0.18	0.17

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (RPO)

Retain staff

Base: All who use Recruitment process outsourcing model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	104	52	52	62	42	41	63	32	45	104	51		34	70	83	21	42	62
Weighted base	104	56	48	59	45	46	58	27	42	104	50		38	66	78	26	42	62
Very effective: 3	12	5	7	8	4	4	8	9	11	12	6	-	1	11	10	1	8	4
	11%	8%	15%	14%	8%	9%	13%	32%	26%	11%	13%	-	2%	17%	13%	6%	19%	6%
Fairly effective: 2	54	29	24	27	26	22	32	9	22	54	26	-	24	30	40	13	22	32
	52%	52%	51%	46%	59%	47%	55%	33%	51%	52%	52%	-	63%	45%	52%	51%	52%	51%
Not very effective: 1	26	15	11	14	12	15	12	7	10	26	12	-	8	18	20	6	8	18
	25%	26%	24%	23%	28%	32%	20%	27%	23%	25%	24%	-	21%	27%	26%	22%	19%	29%
Not at all effective: 0	6	3	3	5	1	2	3	2	-	6	3	-	2	4	2	3	2	4
	5%	5%	6%	8%	2%	5%	5%	6%	-	5%	5%	-	5%	5%	3%	13%	5%	6%
Don't know: NR	2	1	2	1	2	-	2	1	-	2	1	-	1	1	-	2	1	2
	2%	1%	3%	1%	3%	-	4%	3%	-	2%	1%	-	2%	2%	-	9%	2%	2%
Not applicable: NR	4	4	1	4	-	3	1	-	-	4	2	-	2	2	4	-	2	3
	4%	7%	2%	7%	-	6%	3%	-	-	4%	4%	-	6%	3%	6%	-	4%	5%
Net: Effective	66	34	32	36	30	26	40	17	33	66	32	-	24	41	51	15	30	36
	63%	61%	66%	60%	67%	56%	68%	64%	77%	63%	64%	-	65%	62%	65%	57%	71%	58%
Net: Not effective	32	18	14	18	13	17	15	9	10	32	15	-	10	22	23	9	10	22
	30%	31%	29%	31%	30%	37%	25%	33%	23%	30%	30%	-	27%	33%	29%	35%	23%	35%
Mean	1.74	1.70	1.79	1.73	1.76	1.64	1.82	1.93	2.03	1.74	1.76		1.68	1.78	1.81	1.54	1.91	1.63
Standard deviation	0.74	0.71	0.78	0.82	0.62	0.74	0.74	0.92	0.70	0.74	0.75		0.62	0.80	0.71	0.80	0.77	0.70
Standard error	0.15	0.19	0.23	0.22	0.19	0.22	0.20	0.35	0.21	0.15	0.21		0.21	0.20	0.16	0.32	0.24	0.18

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (RPO)

Reduce time to hire

Base: All who use Recruitment process outsourcing model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	104	52	52	62	42	41	63	32	45	104	51		34	70	83	21	42	62
Weighted base	104	56	48	59	45	46	58	27	42	104	50		38	66	78	26	42	62
Very effective: 3	23	12	11	16	7	10	13	10	14	23	18	-	4	19	23	1	14	10
	22%	22%	24%	27%	16%	23%	22%	37%	33%	22%	35%	-	11%	29%	29%	3%	32%	16%
Fairly effective: 2	54	34	20	33	21	25	29	14	24	54	24	-	20	34	39	15	19	35
	52%	62%	41%	56%	47%	55%	49%	51%	56%	52%	48%	-	54%	51%	51%	56%	45%	56%
Not very effective: 1	22	8	14	8	13	8	13	2	4	22	7	-	11	11	12	9	8	13
	21%	14%	29%	14%	30%	18%	23%	9%	10%	21%	14%	-	28%	17%	16%	35%	20%	21%
Not at all effective: 0	3	1	2	1	2	2	1	1	-	3	-	-	2	1	3	-	1	2
	3%	1%	4%	1%	4%	4%	1%	4%	-	3%	-	-	5%	1%	3%	-	2%	3%
Don't know: NR	2	1	1	-	2	-	2	-	-	2	1	-	1	1	-	2	-	2
	1%	1%	2%	-	3%	-	3%	-	-	1%	1%	-	2%	1%	-	6%	-	2%
Not applicable: NR	1	-	1	1	-	-	1	-	-	1	1	-	-	1	1	-	-	1
	1%	-	2%	1%	-	-	1%	-	-	1%	1%	-	-	1%	1%	-	-	1%
Net: Effective	77	47	31	49	28	36	42	24	38	77	42	-	24	53	62	15	33	45
	74%	83%	64%	83%	63%	78%	72%	88%	90%	74%	83%	-	65%	80%	80%	59%	78%	72%
Net: Not effective	24	9	16	9	15	10	14	3	4	24	7	-	12	12	15	9	9	15
	23%	16%	32%	16%	34%	22%	24%	12%	10%	23%	14%	-	33%	18%	19%	35%	22%	24%
Mean	1.97	2.05	1.87	2.11	1.77	1.97	1.96	2.21	2.23	1.97	2.22		1.73	2.10	2.06	1.65	2.08	1.89
Standard deviation	0.74	0.65	0.82	0.68	0.77	0.75	0.73	0.74	0.62	0.74	0.68		0.71	0.72	0.77	0.54	0.78	0.70
Standard error	0.14	0.17	0.24	0.17	0.23	0.22	0.19	0.28	0.19	0.14	0.19		0.23	0.17	0.17	0.21	0.24	0.18

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (RPO)

Communicate your brand to candidates

Base: All who use Recruitment process outsourcing model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	104	52	52	62	42	41	63	32	45	104	51		34	70	83	21	42	62
Weighted base	104	56	48	59	45	46	58	27	42	104	50		38	66	78	26	42	62
Very effective: 3	27	14	13	16	12	7	21	11	19	27	15	-	6	21	22	5	16	11
	26%	26%	27%	27%	26%	15%	36%	40%	45%	26%	31%	-	16%	32%	28%	21%	39%	18%
Fairly effective: 2	55	32	23	29	26	31	24	11	19	55	25	-	23	32	42	13	19	36
	53%	57%	48%	49%	58%	67%	42%	43%	44%	53%	49%	-	61%	48%	54%	51%	45%	58%
Not very effective: 1	16	7	9	10	6	8	8	4	5	16	7	-	6	10	11	5	6	10
	15%	12%	19%	17%	13%	18%	13%	15%	11%	15%	15%	-	16%	15%	14%	18%	14%	16%
Not at all effective: 0	2	1	1	2	-	-	2	-	-	2	-	-	2	-	1	1	-	2
	2%	2%	2%	3%	-	-	3%	-	-	2%	-	-	4%	-	1%	3%	-	3%
Don't know: NR	2	1	1	-	2	-	2	-	-	2	1	-	1	1	-	2	-	2
	1%	1%	2%	-	3%	-	3%	-	-	1%	1%	-	2%	1%	-	6%	-	2%
Not applicable: NR	2	1	1	2	-	-	2	1	-	2	2	-	-	2	2	-	1	1
	2%	3%	2%	4%	-	-	4%	3%	-	2%	4%	-	-	3%	3%	-	2%	2%
Net: Effective	83	46	36	45	37	38	45	22	38	83	40	-	29	54	64	19	35	47
	79%	83%	76%	76%	84%	82%	78%	82%	89%	79%	80%	-	78%	81%	82%	72%	84%	76%
Net: Not effective	18	8	10	12	6	8	9	4	5	18	7	-	8	10	12	6	6	12
	17%	13%	21%	20%	13%	18%	16%	15%	11%	17%	15%	-	20%	15%	15%	22%	14%	19%
Mean	2.08	2.11	2.05	2.04	2.13	1.97	2.18	2.26	2.33	2.08	2.17		1.91	2.18	2.12	1.95	2.25	1.96
Standard deviation	0.70	0.66	0.74	0.76	0.62	0.57	0.78	0.70	0.67	0.70	0.67		0.71	0.68	0.68	0.75	0.69	0.69
Standard error	0.14	0.18	0.21	0.20	0.18	0.17	0.21	0.27	0.20	0.14	0.19		0.23	0.17	0.15	0.30	0.21	0.17

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (RPO)

Manage risks associated with recruitment

Base: All who use Recruitment process outsourcing model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	104	52	52	62	42	41	63	32	45	104	51		34	70	83	21	42	62
Weighted base	104	56	48	59	45	46	58	27	42	104	50		38	66	78	26	42	62
Very effective: 3	22	14	8	16	6	9	13	8	15	22	15	-	4	18	21	1	12	10
	21%	25%	17%	27%	13%	20%	23%	31%	35%	21%	29%	-	12%	27%	27%	6%	29%	16%
Fairly effective: 2	60	29	31	32	28	26	34	12	21	60	25	-	25	34	42	18	25	34
	57%	52%	64%	54%	61%	57%	58%	45%	50%	57%	50%	-	68%	52%	54%	69%	61%	55%
Not very effective: 1	14	8	6	8	5	6	8	6	6	14	7	-	3	10	10	4	3	11
	13%	14%	13%	14%	12%	13%	13%	21%	15%	13%	14%	-	9%	16%	12%	16%	8%	17%
Not at all effective: 0	3	2	1	1	2	2	1	1	-	3	2	-	1	2	2	1	-	3
	3%	4%	2%	2%	5%	5%	1%	3%	-	3%	3%	-	2%	4%	3%	3%	-	5%
Don't know: NR	2	1	2	-	2	1	2	-	-	2	1	-	2	1	1	2	1	2
	2%	1%	4%	-	5%	2%	3%	-	-	2%	1%	-	5%	1%	1%	6%	2%	2%
Not applicable: NR	2	2	1	1	1	1	1	-	-	2	1	-	2	1	2	-	-	2
	2%	3%	2%	3%	2%	2%	3%	-	-	2%	1%	-	4%	1%	3%	-	-	4%
Net: Effective	82	43	39	49	34	35	47	20	36	82	40	-	30	52	62	20	38	44
	79%	77%	80%	82%	75%	77%	80%	76%	85%	79%	80%	-	79%	79%	80%	75%	90%	71%
Net: Not effective	17	10	7	9	8	9	9	6	6	17	9	-	4	13	12	5	3	14
	16%	18%	14%	16%	18%	19%	15%	24%	15%	16%	17%	-	12%	19%	16%	19%	8%	22%
Mean	2.02	2.03	2.01	2.10	1.90	1.95	2.07	2.04	2.21	2.02	2.09		1.98	2.04	2.08	1.83	2.22	1.87
Standard deviation	0.70	0.77	0.62	0.69	0.71	0.76	0.66	0.80	0.68	0.70	0.76		0.58	0.76	0.73	0.57	0.57	0.75
Standard error	0.14	0.21	0.18	0.18	0.21	0.22	0.17	0.30	0.20	0.14	0.21		0.19	0.19	0.17	0.23	0.18	0.19

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (RPO)

Manage accountability associated with recruitment

Base: All who use Recruitment process outsourcing model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	104	52	52	62	42	41	63	32	45	104	51		34	70	83	21	42	62
Weighted base	104	56	48	59	45	46	58	27	42	104	50		38	66	78	26	42	62
Very effective: 3	30	17	13	19	12	14	16	12	21	30	23	-	4	26	28	2	13	17
	29%	30%	28%	31%	26%	30%	28%	43%	49%	29%	46%	-	11%	39%	36%	9%	31%	27%
Fairly effective: 2	49	26	23	24	25	19	30	12	15	49	20	-	21	28	32	17	24	25
	47%	46%	49%	40%	57%	41%	52%	45%	34%	47%	40%	-	55%	43%	42%	65%	58%	40%
Not very effective: 1	17	9	8	12	5	9	8	3	6	17	4	-	9	9	14	3	1	16
	16%	16%	17%	20%	12%	20%	13%	12%	15%	16%	7%	-	23%	13%	18%	13%	4%	25%
Not at all effective: 0	3	2	1	3	-	2	1	-	1	3	2	-	1	2	2	1	2	1
	3%	4%	2%	5%	-	5%	1%	-	2%	3%	4%	-	2%	3%	2%	5%	5%	1%
Don't know: NR	2	1	2	-	2	1	2	-	-	2	1	-	2	1	1	2	1	2
	2%	1%	4%	-	5%	2%	3%	-	-	2%	1%	-	5%	1%	1%	6%	2%	2%
Not applicable: NR	2	2	1	2	-	1	1	-	-	2	1	-	2	1	1	1	-	2
	2%	3%	2%	4%	-	2%	3%	-	-	2%	1%	-	4%	1%	2%	3%	-	4%
Net: Effective	79	43	37	42	37	33	47	24	35	79	43	-	25	54	60	19	38	42
	76%	76%	76%	71%	83%	71%	80%	88%	84%	76%	86%	-	66%	82%	77%	73%	90%	67%
Net: Not effective	20	11	9	15	5	11	9	3	7	20	6	-	9	11	15	5	3	17
	19%	20%	19%	25%	12%	25%	15%	12%	16%	19%	11%	-	25%	16%	20%	18%	8%	27%
Mean	2.07	2.07	2.08	2.02	2.15	2.00	2.13	2.31	2.31	2.07	2.31		1.82	2.21	2.14	1.85	2.19	1.99
Standard deviation	0.77	0.80	0.73	0.86	0.61	0.85	0.69	0.67	0.78	0.77	0.78		0.66	0.78	0.79	0.65	0.72	0.79
Standard error	0.15	0.21	0.21	0.22	0.18	0.25	0.18	0.25	0.24	0.15	0.22		0.22	0.19	0.18	0.26	0.22	0.20

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (RPO)

Ensure that candidates receive a high quality experience

Base: All who use Recruitment process outsourcing model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	104	52	52	62	42	41	63	32	45	104	51		34	70	83	21	42	62
Weighted base	104	56	48	59	45	46	58	27	42	104	50		38	66	78	26	42	62
Very effective: 3	22	14	8	16	6	13	9	8	12	22	13	-	7	16	20	2	11	11
	21%	24%	18%	27%	13%	28%	16%	31%	28%	21%	26%	-	17%	23%	25%	9%	26%	18%
Fairly effective: 2	58	29	28	28	29	21	36	14	25	58	24	-	23	34	44	14	25	33
	55%	52%	59%	47%	66%	46%	62%	52%	60%	55%	47%	-	62%	51%	56%	53%	59%	53%
Not very effective: 1	17	11	6	11	6	10	7	4	5	17	9	-	5	12	11	6	4	13
	16%	19%	13%	18%	14%	21%	12%	14%	12%	16%	19%	-	13%	18%	14%	24%	10%	20%
Not at all effective: 0	2	1	1	2	-	1	1	-	-	2	2	-	-	2	1	1	1	1
	2%	2%	2%	3%	-	3%	1%	-	-	2%	4%	-	-	3%	1%	5%	3%	1%
Don't know: NR	5	1	3	2	3	1	4	1	-	5	1	-	3	2	2	2	1	4
	5%	3%	7%	3%	7%	2%	7%	3%	-	5%	3%	-	7%	3%	3%	9%	2%	6%
Not applicable: NR	1	-	1	1	-	-	1	-	-	1	1	-	-	1	1	-	-	1
	1%	-	2%	1%	-	-	1%	-	-	1%	1%	-	-	1%	1%	-	-	1%
Net: Effective	80	43	37	44	35	34	46	22	37	80	37	-	30	50	63	16	36	44
	77%	76%	77%	75%	79%	74%	79%	83%	88%	77%	73%	-	80%	75%	81%	63%	85%	71%
Net: Not effective	19	12	7	13	6	11	8	4	5	19	11	-	5	14	11	7	6	13
	18%	21%	15%	21%	14%	24%	13%	14%	12%	18%	23%	-	13%	21%	15%	28%	13%	21%
Mean	2.01	2.01	2.01	2.02	2.00	2.01	2.02	2.17	2.15	2.01	2.00		2.04	2.00	2.10	1.74	2.10	1.95
Standard deviation	0.69	0.73	0.64	0.78	0.54	0.78	0.60	0.66	0.62	0.69	0.80		0.57	0.75	0.66	0.71	0.69	0.68
Standard error	0.14	0.19	0.19	0.20	0.16	0.23	0.16	0.25	0.19	0.14	0.22		0.19	0.18	0.15	0.28	0.21	0.18

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (RPO)

Consolidate management information

Base: All who use Recruitment process outsourcing model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	104	52	52	62	42	41	63	32	45	104	51		34	70	83	21	42	62
Weighted base	104	56	48	59	45	46	58	27	42	104	50		38	66	78	26	42	62
Very effective: 3	27	18	8	17	10	13	13	13	21	27	19	-	3	24	25	2	14	13
	26%	33%	17%	29%	21%	29%	23%	47%	50%	26%	37%	-	7%	36%	32%	6%	32%	21%
Fairly effective: 2	54	24	30	26	28	21	33	11	16	54	22	-	25	29	38	16	22	32
	52%	43%	62%	44%	61%	46%	56%	39%	38%	52%	44%	-	66%	44%	49%	60%	52%	52%
Not very effective: 1	13	6	7	8	4	8	5	3	5	13	6	-	4	9	9	4	2	11
	12%	11%	14%	14%	10%	16%	9%	11%	12%	12%	12%	-	10%	14%	12%	14%	5%	17%
Not at all effective: 0	4	4	-	4	-	1	2	-	-	4	1	-	2	1	2	2	1	2
	4%	7%	-	6%	-	3%	4%	-	-	4%	2%	-	6%	2%	2%	8%	3%	4%
Don't know: NR	3	1	2	1	2	1	2	1	-	3	1	-	2	1	1	2	2	2
	3%	1%	5%	1%	5%	2%	4%	3%	-	3%	1%	-	5%	2%	1%	9%	4%	2%
Not applicable: NR	4	3	1	3	1	2	2	-	-	4	2	-	2	2	3	1	2	2
	4%	6%	2%	5%	2%	3%	4%	-	-	4%	3%	-	6%	2%	4%	3%	4%	4%
Net: Effective	80	42	38	43	37	34	46	23	37	80	41	-	27	53	63	17	35	45
	77%	76%	79%	73%	83%	75%	79%	86%	88%	77%	81%	-	73%	80%	81%	66%	84%	73%
Net: Not effective	16	10	7	12	4	9	8	3	5	16	7	-	6	10	11	6	3	13
	16%	17%	14%	20%	10%	19%	13%	11%	12%	16%	14%	-	16%	16%	14%	22%	8%	21%
Mean	2.07	2.09	2.03	2.02	2.13	2.08	2.06	2.36	2.37	2.07	2.21		1.82	2.19	2.17	1.73	2.23	1.96
Standard deviation	0.74	0.86	0.58	0.85	0.57	0.77	0.72	0.68	0.69	0.74	0.76		0.67	0.75	0.72	0.72	0.70	0.75
Standard error	0.15	0.23	0.17	0.22	0.17	0.23	0.19	0.26	0.21	0.15	0.21		0.23	0.18	0.16	0.29	0.22	0.19

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (RPO)

Manage recruitment across different countries (if applicable)

Base: All who use Recruitment process outsourcing model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	104	52	52	62	42	41	63	32	45	104	51		34	70	83	21	42	62
Weighted base	104	56	48	59	45	46	58	27	42	104	50		38	66	78	26	42	62
Very effective: 3	23	13	10	15	7	13	10	10	13	23	16	-	3	19	20	2	10	12
	22%	23%	21%	26%	16%	28%	17%	36%	30%	22%	32%	-	8%	29%	26%	9%	24%	20%
Fairly effective: 2	43	24	20	22	21	12	31	13	22	43	20	-	17	27	30	14	18	26
	42%	42%	41%	38%	47%	27%	53%	49%	53%	42%	40%	-	44%	40%	38%	54%	43%	41%
Not very effective: 1	16	7	9	11	4	7	9	2	4	16	7	-	7	9	11	5	5	10
	15%	12%	18%	19%	10%	16%	15%	9%	8%	15%	14%	-	19%	13%	14%	18%	13%	17%
Not at all effective: 0	3	-	3	2	1	3	-	-	1	3	-	-	2	1	3	-	1	2
	3%	-	6%	4%	2%	7%	-	-	2%	3%	-	-	6%	1%	4%	-	2%	3%
Don't know: NR	2	1	1	-	2	-	2	-	-	2	1	-	1	1	-	2	-	2
	1%	1%	2%	-	3%	-	3%	-	-	1%	1%	-	2%	1%	-	6%	-	2%
Not applicable: NR	17	12	5	8	10	10	7	2	3	17	6	-	8	10	14	3	8	10
	17%	22%	11%	13%	21%	23%	12%	6%	7%	17%	12%	-	20%	15%	18%	13%	18%	16%
Net: Effective	66	36	30	38	28	25	41	23	35	66	36	-	20	46	50	16	28	38
	64%	65%	62%	64%	63%	55%	70%	85%	83%	64%	72%	-	53%	70%	64%	62%	67%	61%
Net: Not effective	19	7	12	14	5	10	9	2	4	19	7	-	9	10	14	5	6	13
	18%	12%	25%	23%	12%	22%	15%	9%	11%	18%	14%	-	25%	14%	18%	18%	15%	20%
Mean	2.01	2.13	1.88	1.99	2.03	1.99	2.02	2.29	2.18	2.01	2.21		1.72	2.16	2.05	1.88	2.09	1.95
Standard deviation	0.77	0.66	0.85	0.83	0.67	0.95	0.61	0.63	0.68	0.77	0.70		0.75	0.74	0.82	0.57	0.74	0.79
Standard error	0.16	0.20	0.26	0.23	0.23	0.31	0.17	0.24	0.21	0.16	0.21		0.27	0.19	0.20	0.24	0.25	0.22

Survey of HR and Procurement Professionals
Online Fieldwork: 11th-28th September 2014

Q6 Which of the following types of staff do you recruit through this method? (RPO)

Base: All who use Recruitment process outsourcing model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	104	52	52	62	42	41	63	32	45	104	51		34	70	83	21	42	62
Weighted base	104	56	48	59	45	46	58	27	42	104	50		38	66	78	26	42	62
Permanent staff	85	44	41	47	38	37	48	21	34	85	37	-	33	52	62	23	34	51
	82%	78%	86%	80%	84%	80%	83%	77%	80%	82%	73%	-	87%	79%	79%	89%	81%	82%
Temporary staff	68	39	29	38	29	24	43	19	32	68	36	-	19	48	49	18	29	38
	65%	69%	60%	64%	66%	53%	75%	71%	75%	65%	71%	-	51%	73%	63%	70%	70%	62%
Contractors	60	33	27	37	24	24	36	19	28	60	35	-	15	45	48	12	24	36
	58%	60%	56%	62%	53%	52%	63%	69%	66%	58%	70%	-	41%	68%	61%	48%	58%	58%
Interim management	43	25	18	26	17	21	22	11	22	43	26	-	12	32	37	7	16	27
	42%	45%	37%	43%	39%	47%	38%	41%	51%	42%	51%	-	31%	47%	47%	25%	39%	43%
Executive level	28	16	12	18	11	10	19	9	15	28	15	-	9	20	25	4	11	17
	27%	28%	26%	30%	23%	21%	32%	35%	34%	27%	30%	-	23%	30%	32%	14%	26%	28%
Don't know	2	-	2	1	1	-	2	-	-	2	1	-	1	1	1	1	-	2
	1%	-	3%	1%	2%	-	3%	-	-	1%	1%	-	2%	1%	1%	3%	-	2%

Survey of HR and Procurement Professionals Online Fieldwork: 11th-28th September 2014

Q7 During the lifetime of the contract, approximately what proportion of your current staff were recruited using this model? (RPO)

Base: All who use Recruitment process outsourcing model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	104	52	52	62	42	41	63	32	45	104	51		34	70	83	21	42	62
Weighted base	104	56	48	59	45	46	58	27	42	104	50		38	66	78	26	42	62
25% or under: 13.5	34	23	11	22	12	19	15	12	14	34	21	-	10	25	26	8	14	21
	33%	41%	24%	37%	28%	42%	26%	46%	34%	33%	42%	-	26%	37%	34%	31%	32%	33%
26% - 50%: 37.5	27	13	14	15	12	13	14	6	14	27	12	-	7	20	21	6	12	15
	26%	24%	28%	25%	27%	29%	23%	22%	32%	26%	25%	-	20%	30%	27%	22%	29%	24%
51% - 75%: 63.5	32	15	17	15	17	7	24	7	13	32	15	-	14	18	22	10	15	17
	31%	27%	35%	25%	39%	16%	42%	26%	32%	31%	29%	-	37%	27%	28%	39%	35%	27%
76% - 100%: 87.5	7	3	4	6	1	4	3	1	-	7	-	-	6	1	6	1	2	5
	6%	5%	8%	10%	2%	8%	5%	3%	-	6%	-	-	16%	1%	8%	3%	4%	8%
Don't know: NR	4	2	2	2	2	2	2	1	1	4	2	-	1	3	3	2	-	4
	4%	3%	5%	3%	6%	4%	4%	4%	2%	4%	5%	-	2%	5%	3%	6%	-	7%
Net: 50% or less	61	37	25	37	24	33	28	18	28	61	33	-	17	44	48	14	25	36
	59%	65%	52%	63%	54%	72%	49%	68%	66%	59%	66%	-	45%	67%	61%	53%	61%	58%
Net: 51% or more	39	18	21	20	18	11	28	8	13	39	15	-	20	19	28	11	16	22
	37%	32%	43%	35%	40%	24%	47%	28%	32%	37%	29%	-	52%	28%	36%	41%	39%	36%
Mean	40.89	37.03	45.49	40.02	42.07	35.36	45.23	34.45	37.63	40.89	34.92		48.97	36.18	40.61	41.76	40.89	40.89
Standard deviation	23.87	23.58	23.39	25.32	21.69	23.88	22.96	22.71	20.46	23.87	21.22		26.05	21.12	24.18	22.89	22.61	24.75
Standard error	4.68	6.27	6.79	6.54	6.54	7.07	6.01	8.73	6.23	4.68	6.00		8.42	5.21	5.46	9.05	6.84	6.37

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q8 Approximately, what proportion of staff recruited using the model are based outside of the UK, if applicable? (RPO)

Base: All who use Recruitment process outsourcing model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	104	52	52	62	42	41	63	32	45	104	51		34	70	83	21	42	62
Weighted base	104	56	48	59	45	46	58	27	42	104	50		38	66	78	26	42	62
25% or under: 13.5	43	21	22	24	19	16	28	12	18	43	24	-	16	27	34	9	21	22
	41%	38%	46%	40%	43%	34%	47%	46%	42%	41%	47%	-	43%	40%	44%	34%	49%	36%
26% - 50%: 37.5	17	7	10	9	8	4	13	6	10	17	5	-	5	12	10	7	5	12
	17%	13%	21%	15%	19%	9%	22%	24%	24%	17%	11%	-	14%	18%	13%	26%	12%	20%
51% - 75%: 63.5	17	14	4	12	6	6	12	4	10	17	12	-	4	13	16	2	6	12
	17%	24%	8%	20%	13%	13%	20%	16%	23%	17%	24%	-	11%	20%	20%	6%	14%	19%
76% - 100%: 87.5	4	2	2	3	1	3	1	2	2	4	1	-	2	2	4	-	1	3
	4%	4%	3%	4%	3%	7%	1%	8%	5%	4%	2%	-	5%	3%	5%	-	3%	4%
Don't know: NR	6	1	5	4	2	4	1	1	-	6	3	-	2	4	4	2	1	5
	6%	2%	10%	7%	4%	10%	3%	4%	-	6%	5%	-	6%	6%	5%	8%	3%	7%
Not applicable - my company does not operate outside of the UK: NR	17	11	6	8	8	13	4	1	3	17	5	-	8	9	10	7	8	9
	16%	20%	12%	14%	19%	28%	7%	3%	7%	16%	11%	-	21%	13%	13%	25%	19%	14%
Net: 50% or less	60	28	32	33	28	20	41	19	28	60	29	-	22	38	44	16	26	35
	58%	50%	67%	55%	62%	43%	69%	70%	66%	58%	58%	-	58%	58%	57%	61%	61%	56%
Net: 51% or more	21	16	5	14	7	9	12	6	12	21	13	-	6	15	20	2	7	14
	20%	28%	11%	24%	16%	19%	21%	24%	28%	20%	26%	-	16%	23%	25%	6%	17%	23%
Mean	32.73	36.51	28.30	34.56	30.25	35.10	31.45	34.18	35.72	32.73	32.73		30.36	33.95	34.14	27.57	28.90	35.30
Standard deviation	23.30	24.68	20.71	24.25	21.70	26.59	21.19	24.29	23.40	23.30	23.75		23.44	23.13	24.72	16.09	22.47	23.49
Standard error	5.06	7.29	6.62	6.93	7.24	9.73	5.71	9.48	7.29	5.06	7.15		8.74	6.18	6.06	7.54	7.70	6.59

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q8 Approximately, what proportion of staff recruited using the model are based outside of the UK, if applicable? (RPO)

Base: All who use Recruitment process outsourcing model and who have staff based outside the UK

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	89	42	47	55	34	31	58	31	42	89	47		27	62	74	15	35	54
Weighted base	87	45	42	51	36	33	54	26	40	87	45		30	58	68	19	34	53
25% or under: 13.5	43	21	22	24	19	16	28	12	18	43	24	-	16	27	34	9	21	22
	49%	47%	52%	47%	53%	47%	51%	47%	45%	49%	53%	-	55%	46%	50%	46%	61%	42%
26% - 50%: 37.5	17	7	10	9	8	4	13	6	10	17	5	-	5	12	10	7	5	12
	20%	16%	24%	18%	23%	13%	24%	25%	26%	20%	12%	-	18%	20%	15%	35%	15%	23%
51% - 75%: 63.5	17	14	4	12	6	6	12	4	10	17	12	-	4	13	16	2	6	12
	20%	30%	9%	23%	16%	18%	21%	16%	24%	20%	26%	-	14%	23%	23%	8%	17%	22%
76% - 100%: 87.5	4	2	2	3	1	3	1	2	2	4	1	-	2	2	4	-	1	3
	4%	5%	4%	5%	3%	9%	1%	8%	5%	4%	3%	-	6%	4%	6%	-	4%	5%
Don't know: NR	6	1	5	4	2	4	1	1	-	6	3	-	2	4	4	2	1	5
	7%	2%	12%	8%	5%	13%	3%	4%	-	7%	6%	-	7%	6%	6%	10%	4%	9%
Not applicable - my company does not operate outside of the UK: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net: 50% or less	60	28	32	33	28	20	41	19	28	60	29	-	22	38	44	16	26	35
	69%	63%	76%	64%	76%	60%	75%	72%	70%	69%	65%	-	73%	67%	65%	82%	75%	65%
Net: 51% or more	21	16	5	14	7	9	12	6	12	21	13	-	6	15	20	2	7	14
	24%	35%	13%	28%	19%	27%	23%	24%	30%	24%	29%	-	20%	27%	29%	8%	21%	27%
Mean	32.73	36.51	28.30	34.56	30.25	35.10	31.45	34.18	35.72	32.73	32.73		30.36	33.95	34.14	27.57	28.90	35.30
Standard deviation	23.30	24.68	20.71	24.25	21.70	26.59	21.19	24.29	23.40	23.30	23.75		23.44	23.13	24.72	16.09	22.47	23.49
Standard error	5.06	7.29	6.62	6.93	7.24	9.73	5.71	9.48	7.29	5.06	7.15		8.74	6.18	6.06	7.54	7.70	6.59

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Table 62
Q5 In your view, how effective is the model in helping your organisation to do each of the following? (PSL)
Base: All who use Preferred supplier list model

	Statements									
	Reduce the cost of recruitment	Attract the right people into the role	Retain staff	Reduce time to hire	Communicate your brand to candidates	Manage risks associated with recruitment	Manage accountability associated with recruitment	Ensure that candidates receive a high quality experience	Consolidate management information	Manage recruitment across different countries
Unweighted base	136	136	136	136	136	136	136	136	136	136
Weighted base	131	131	131	131	131	131	131	131	131	131
Very effective: 3	21	29	16	17	23	27	29	19	23	24
	16%	22%	12%	13%	18%	21%	22%	15%	17%	18%
Fairly effective: 2	73	75	58	78	68	72	69	78	70	50
	56%	57%	44%	59%	52%	55%	53%	60%	53%	38%
Not very effective: 1	25	22	33	24	28	24	21	23	25	20
	19%	17%	25%	18%	21%	18%	16%	17%	19%	15%
Not at all effective: 0	10	3	13	10	9	6	8	6	7	7
	7%	2%	10%	8%	7%	5%	6%	5%	6%	6%
Don't know: NR	1	-	3	-	2	1	1	2	2	2
	1%	-	2%	-	2%	1%	1%	2%	2%	2%
Not applicable: NR	1	2	8	2	1	2	3	3	4	28
	1%	1%	6%	1%	1%	1%	2%	2%	3%	21%
Net: Effective	94	103	74	95	91	99	99	97	92	74
	72%	79%	57%	73%	70%	75%	75%	74%	71%	56%
Net: Not effective	35	26	46	34	37	30	29	29	32	28
	26%	20%	35%	26%	28%	23%	22%	22%	25%	21%
Mean	1.82	2.00	1.64	1.79	1.82	1.93	1.94	1.87	1.86	1.89
Standard deviation	0.79	0.70	0.84	0.77	0.80	0.76	0.80	0.71	0.78	0.84
Standard error	0.14	0.12	0.15	0.13	0.14	0.13	0.14	0.12	0.14	0.16

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Table 63
Q5 In your view, how effective is the model in helping your organisation to do each of the following? (PSL)
Base: All who use Preferred supplier list model

	Total	Business size		Seniority		Region		Resource models			Future resource models				Responsibility		Sector		
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	Vendor neutral	Master vendor	RPO	PSL	Procurement	Recruitment	Primary /service	Prof/ bus/ Pub sect
Unweighted base	136	75	61	75	61	51	85	31	45	51	136	28	39	45	105	102	34	56	80
Weighted base	131	76	55	73	58	59	73	28	43	50	131	28	38	43	100	97	34	53	78
Reduce the cost of recruitment																			
Mean	1.82	1.82	1.82	1.82	1.82	1.82	1.82	2.09	2.18	2.16	1.82	2.18	2.04	2.03	1.87	1.91	1.59	1.81	1.83
Attract the right people into the role																			
Mean	2.00	1.94	2.09	2.06	1.92	1.99	2.00	2.31	2.20	2.13	2.00	2.14	2.19	1.99	2.03	2.06	1.83	2.11	1.92
Retain staff																			
Mean	1.64	1.60	1.70	1.77	1.49	1.63	1.66	2.13	1.97	1.80	1.64	1.89	1.89	1.74	1.75	1.71	1.45	1.59	1.68
Reduce time to hire																			
Mean	1.79	1.72	1.90	1.84	1.74	1.74	1.84	2.05	2.16	2.07	1.79	2.13	2.00	1.97	1.83	1.90	1.47	1.90	1.72
Communicate your brand to candidates																			
Mean	1.82	1.86	1.77	1.85	1.79	1.77	1.87	2.19	2.15	2.05	1.82	2.05	2.13	1.92	1.93	1.93	1.52	1.79	1.84
Manage risks associated with recruitment																			
Mean	1.93	2.00	1.84	1.98	1.87	1.86	1.99	2.31	2.33	2.14	1.93	2.25	2.17	2.11	1.97	2.02	1.68	1.91	1.95
Manage accountability associated with recruitment																			
Mean	1.94	1.87	2.04	1.96	1.92	1.96	1.92	2.24	2.23	2.20	1.94	2.28	2.08	2.10	2.06	2.09	1.52	1.92	1.96
Ensure that candidates receive a high quality experience																			
Mean	1.87	1.87	1.88	1.93	1.80	1.93	1.83	2.14	2.04	2.01	1.87	1.95	2.09	1.81	1.90	1.97	1.60	1.86	1.88
Consolidate management information																			
Mean	1.86	1.84	1.90	1.92	1.79	1.93	1.81	2.01	2.20	2.10	1.86	2.27	2.19	1.92	1.90	1.96	1.62	1.96	1.80
Manage recruitment across different countries (if applicable)																			
Mean	1.89	1.80	2.01	1.82	1.99	1.85	1.93	2.26	2.07	2.07	1.89	2.07	2.07	2.00	1.96	2.00	1.54	1.87	1.90
Average score - Efficiency																			
Mean	1.76	1.72	1.82	1.80	1.71	1.73	1.78	2.07	2.10	2.02	1.76	2.07	1.97	1.92	1.82	1.84	1.52	1.77	1.75
Average score - Candidate experience																			
Mean	1.89	1.88	1.91	1.94	1.83	1.89	1.89	2.22	2.13	2.06	1.89	2.04	2.14	1.90	1.95	1.98	1.64	1.92	1.88
Average score - Process management																			
Mean	1.88	1.85	1.94	1.90	1.86	1.89	1.88	2.21	2.19	2.11	1.88	2.20	2.13	2.02	1.94	1.99	1.59	1.88	1.88

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 Summary - Top 2 box (Effective)

Base: All who use Preferred supplier list model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	136	75	61	75	61	51	85	31	45	51	136		68	68	102	34	56	80
Weighted base	131	76	55	73	58	59	73	28	43	50	131		65	66	97	34	53	78
Attract the right people into the role	103	58	46	62	42	44	60	24	36	40	103	-	50	54	78	25	46	58
	79%	75%	84%	85%	72%	75%	82%	88%	83%	79%	79%	-	77%	81%	81%	74%	87%	74%
Manage risks associated with recruitment	99	60	39	58	41	41	58	24	38	42	99	-	46	53	77	21	39	60
	75%	79%	70%	79%	71%	70%	80%	88%	88%	83%	75%	-	71%	80%	80%	63%	75%	76%
Manage accountability associated with recruitment	99	54	44	56	43	45	54	24	36	44	99	-	45	54	79	19	40	59
	75%	71%	81%	76%	74%	76%	74%	86%	83%	87%	75%	-	68%	82%	82%	56%	76%	75%
Ensure that candidates receive a high quality experience	97	56	41	54	43	46	51	24	35	40	97	-	45	53	76	22	39	58
	74%	73%	76%	75%	74%	78%	71%	86%	82%	79%	74%	-	69%	80%	78%	63%	75%	74%
Reduce time to hire	95	53	43	56	39	39	56	22	37	43	95	-	41	54	75	20	43	53
	73%	69%	78%	77%	68%	67%	77%	81%	86%	85%	73%	-	63%	82%	78%	59%	81%	67%
Reduce the cost of recruitment	94	54	40	53	41	43	51	21	37	43	94	-	41	53	71	23	37	57
	72%	71%	73%	73%	71%	73%	71%	77%	87%	86%	72%	-	63%	81%	74%	66%	70%	73%
Consolidate management information	92	50	43	52	40	44	48	22	34	38	92	-	41	51	68	25	40	52
	71%	65%	78%	72%	69%	75%	66%	80%	80%	75%	71%	-	63%	78%	70%	72%	76%	67%
Communicate your brand to candidates	91	55	36	51	40	40	52	23	33	39	91	-	42	49	71	21	38	53
	70%	73%	66%	70%	69%	68%	71%	83%	78%	78%	70%	-	64%	75%	73%	61%	73%	68%
Retain staff	74	43	31	46	28	33	41	22	32	30	74	-	31	44	57	18	30	45
	57%	56%	57%	63%	49%	57%	56%	78%	75%	60%	57%	-	47%	66%	58%	52%	56%	57%
Manage recruitment across different countries (if applicable)	74	38	35	41	33	32	42	24	33	35	74	-	29	45	60	14	30	43
	56%	50%	65%	56%	56%	54%	58%	86%	77%	69%	56%	-	44%	68%	62%	41%	58%	55%

Survey of HR and Procurement Professionals Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (PSL)

Reduce the cost of recruitment

Base: All who use Preferred supplier list model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	136	75	61	75	61	51	85	31	45	51	136		68	68	102	34	56	80
Weighted base	131	76	55	73	58	59	73	28	43	50	131		65	66	97	34	53	78
Very effective: 3	21	16	5	13	9	11	10	8	13	14	21	-	4	18	20	1	10	11
	16%	21%	10%	17%	15%	19%	14%	28%	31%	28%	16%	-	6%	27%	21%	4%	19%	14%
Fairly effective: 2	73	38	35	40	32	32	41	13	24	29	73	-	37	36	51	21	27	46
	56%	50%	63%	55%	56%	55%	56%	49%	55%	58%	56%	-	57%	54%	53%	63%	51%	59%
Not very effective: 1	25	12	13	12	14	10	15	6	6	4	25	-	16	9	19	7	10	15
	19%	15%	25%	16%	23%	17%	21%	20%	13%	8%	19%	-	24%	14%	19%	19%	19%	20%
Not at all effective: 0	10	9	1	7	3	6	4	-	-	1	10	-	8	1	5	4	5	4
	7%	11%	1%	9%	5%	10%	5%	-	-	2%	7%	-	13%	2%	5%	13%	10%	6%
Don't know: NR	1	1	-	-	1	-	1	-	-	1	1	-	-	1	-	1	-	1
	1%	1%	-	-	1%	-	1%	-	-	1%	1%	-	-	1%	-	2%	-	1%
Not applicable: NR	1	1	1	1	-	-	1	1	-	1	1	-	-	1	1	-	1	1
	1%	1%	1%	2%	-	-	2%	3%	-	3%	1%	-	-	2%	2%	-	1%	1%
Net: Effective	94	54	40	53	41	43	51	21	37	43	94	-	41	53	71	23	37	57
	72%	71%	73%	73%	71%	73%	71%	77%	87%	86%	72%	-	63%	81%	74%	66%	70%	73%
Net: Not effective	35	21	14	18	16	16	19	6	6	5	35	-	24	10	24	11	15	20
	26%	27%	26%	25%	28%	27%	26%	20%	13%	10%	26%	-	37%	16%	25%	32%	29%	25%
Mean	1.82	1.82	1.82	1.82	1.82	1.82	1.82	2.09	2.18	2.16	1.82		1.56	2.09	1.91	1.59	1.81	1.83
Standard deviation	0.79	0.90	0.61	0.83	0.74	0.85	0.74	0.70	0.64	0.67	0.79		0.78	0.70	0.78	0.76	0.86	0.74
Standard error	0.14	0.20	0.16	0.19	0.19	0.22	0.17	0.27	0.19	0.19	0.14		0.19	0.17	0.16	0.26	0.24	0.16

Survey of HR and Procurement Professionals Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (PSL)

Attract the right people into the role

Base: All who use Preferred supplier list model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	136	75	61	75	61	51	85	31	45	51	136		68	68	102	34	56	80
Weighted base	131	76	55	73	58	59	73	28	43	50	131		65	66	97	34	53	78
Very effective: 3	29	16	12	16	13	15	14	12	16	17	29	-	8	21	23	5	14	15
	22%	21%	23%	21%	22%	25%	19%	43%	36%	33%	22%	-	12%	32%	24%	15%	26%	19%
Fairly effective: 2	75	41	34	46	29	29	46	12	20	23	75	-	42	33	55	20	32	43
	57%	54%	61%	63%	49%	49%	63%	45%	47%	46%	57%	-	65%	50%	56%	59%	61%	55%
Not very effective: 1	22	16	6	10	13	12	10	3	7	10	22	-	11	12	18	4	6	16
	17%	21%	11%	13%	22%	21%	14%	12%	17%	20%	17%	-	17%	18%	19%	13%	12%	21%
Not at all effective: 0	3	2	1	1	2	2	2	-	-	-	3	-	3	-	-	3	1	2
	2%	3%	2%	1%	4%	3%	2%	-	-	-	2%	-	5%	-	-	9%	2%	3%
Don't know: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Not applicable: NR	2	-	2	1	1	1	1	-	-	1	2	-	1	1	1	1	-	2
	1%	-	4%	1%	2%	2%	1%	-	-	1%	1%	-	2%	1%	1%	4%	-	2%
Net: Effective	103	58	46	62	42	44	60	24	36	40	103	-	50	54	78	25	46	58
	79%	75%	84%	85%	72%	75%	82%	88%	83%	79%	79%	-	77%	81%	81%	74%	87%	74%
Net: Not effective	26	19	7	10	15	14	12	3	7	10	26	-	14	12	18	8	7	19
	20%	25%	13%	14%	26%	23%	17%	12%	17%	20%	20%	-	22%	18%	19%	22%	13%	24%
Mean	2.00	1.94	2.09	2.06	1.92	1.99	2.00	2.31	2.20	2.13	2.00		1.85	2.14	2.06	1.83	2.11	1.92
Standard deviation	0.70	0.74	0.64	0.62	0.79	0.76	0.65	0.68	0.70	0.72	0.70		0.69	0.69	0.66	0.81	0.66	0.72
Standard error	0.12	0.17	0.17	0.14	0.20	0.20	0.15	0.25	0.21	0.20	0.12		0.17	0.17	0.13	0.28	0.18	0.16

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (PSL)

Retain staff

Base: All who use Preferred supplier list model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	136	75	61	75	61	51	85	31	45	51	136		68	68	102	34	56	80
Weighted base	131	76	55	73	58	59	73	28	43	50	131		65	66	97	34	53	78
Very effective: 3	16	8	8	9	7	7	8	9	11	10	16	-	3	13	14	2	7	9
	12%	10%	15%	13%	12%	13%	12%	33%	27%	20%	12%	-	4%	20%	14%	6%	13%	12%
Fairly effective: 2	58	35	23	37	22	26	32	13	21	20	58	-	28	31	43	15	23	35
	44%	46%	42%	50%	37%	44%	45%	45%	49%	40%	44%	-	43%	46%	44%	45%	44%	45%
Not very effective: 1	33	17	16	18	15	15	19	3	7	13	33	-	20	14	24	9	13	21
	25%	23%	29%	25%	26%	25%	26%	12%	17%	26%	25%	-	30%	21%	25%	28%	24%	26%
Not at all effective: 0	13	9	4	4	9	7	6	1	3	3	13	-	9	4	8	5	7	6
	10%	12%	7%	5%	16%	11%	9%	4%	6%	6%	10%	-	14%	6%	8%	15%	14%	7%
Don't know: NR	3	3	-	1	2	1	2	1	1	1	3	-	1	2	2	1	-	3
	2%	4%	-	1%	4%	2%	3%	3%	2%	3%	2%	-	1%	3%	2%	2%	-	4%
Not applicable: NR	8	4	3	5	3	3	5	1	-	2	8	-	5	2	6	1	3	4
	6%	5%	6%	7%	5%	5%	6%	3%	-	4%	6%	-	8%	3%	7%	4%	6%	6%
Net: Effective	74	43	31	46	28	33	41	22	32	30	74	-	31	44	57	18	30	45
	57%	56%	57%	63%	49%	57%	56%	78%	75%	60%	57%	-	47%	66%	58%	52%	56%	57%
Net: Not effective	46	26	20	22	24	21	25	4	10	16	46	-	28	18	31	15	20	26
	35%	34%	36%	30%	42%	36%	34%	16%	23%	32%	35%	-	43%	27%	32%	43%	38%	34%
Mean	1.64	1.60	1.70	1.77	1.49	1.63	1.66	2.13	1.97	1.80	1.64		1.42	1.86	1.71	1.45	1.59	1.68
Standard deviation	0.84	0.85	0.83	0.75	0.92	0.87	0.82	0.80	0.84	0.86	0.84		0.80	0.82	0.83	0.84	0.90	0.80
Standard error	0.15	0.20	0.23	0.18	0.25	0.23	0.20	0.31	0.25	0.25	0.15		0.20	0.21	0.17	0.29	0.25	0.19

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (PSL)

Reduce time to hire

Base: All who use Preferred supplier list model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	136	75	61	75	61	51	85	31	45	51	136		68	68	102	34	56	80
Weighted base	131	76	55	73	58	59	73	28	43	50	131		65	66	97	34	53	78
Very effective: 3	17	11	7	9	9	9	8	7	13	11	17	-	4	14	17	1	9	8
	13%	14%	12%	12%	15%	15%	12%	26%	30%	23%	13%	-	6%	21%	17%	2%	18%	10%
Fairly effective: 2	78	42	36	47	31	30	47	15	24	31	78	-	37	40	59	19	33	44
	59%	55%	65%	65%	53%	52%	65%	55%	56%	62%	59%	-	57%	61%	60%	56%	64%	57%
Not very effective: 1	24	15	9	12	12	12	12	4	6	6	24	-	15	9	16	8	5	18
	18%	20%	16%	16%	20%	20%	16%	16%	14%	11%	18%	-	23%	14%	16%	23%	10%	23%
Not at all effective: 0	10	8	2	4	6	6	4	1	-	1	10	-	8	2	5	5	5	6
	8%	11%	3%	6%	10%	11%	5%	3%	-	2%	8%	-	13%	3%	5%	15%	9%	7%
Don't know: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Not applicable: NR	2	-	2	1	1	1	1	-	-	1	2	-	1	1	1	1	-	2
	1%	-	4%	1%	2%	2%	1%	-	-	1%	1%	-	2%	1%	1%	4%	-	2%
Net: Effective	95	53	43	56	39	39	56	22	37	43	95	-	41	54	75	20	43	53
	73%	69%	78%	77%	68%	67%	77%	81%	86%	85%	73%	-	63%	82%	78%	59%	81%	67%
Net: Not effective	34	24	10	16	18	18	16	5	6	7	34	-	23	11	21	13	10	24
	26%	31%	19%	22%	30%	31%	22%	19%	14%	14%	26%	-	35%	17%	22%	38%	19%	31%
Mean	1.79	1.72	1.90	1.84	1.74	1.74	1.84	2.05	2.16	2.07	1.79		1.57	2.01	1.90	1.47	1.90	1.72
Standard deviation	0.77	0.84	0.64	0.71	0.84	0.85	0.69	0.73	0.65	0.66	0.77		0.78	0.69	0.73	0.78	0.78	0.75
Standard error	0.13	0.19	0.17	0.16	0.22	0.22	0.16	0.27	0.19	0.18	0.13		0.19	0.17	0.15	0.27	0.21	0.17

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (PSL)

Communicate your brand to candidates

Base: All who use Preferred supplier list model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	136	75	61	75	61	51	85	31	45	51	136		68	68	102	34	56	80
Weighted base	131	76	55	73	58	59	73	28	43	50	131		65	66	97	34	53	78
Very effective: 3	23	14	9	14	9	9	13	10	15	14	23	-	5	18	21	2	8	15
	18%	19%	16%	20%	15%	16%	19%	36%	35%	27%	18%	-	8%	27%	22%	5%	16%	19%
Fairly effective: 2	68	41	27	37	32	30	38	13	18	26	68	-	37	32	49	19	30	39
	52%	54%	50%	50%	55%	52%	53%	47%	43%	51%	52%	-	56%	48%	51%	56%	57%	49%
Not very effective: 1	28	13	15	14	14	15	13	5	9	6	28	-	16	12	20	8	10	18
	21%	16%	28%	19%	23%	25%	18%	17%	21%	13%	21%	-	24%	18%	20%	23%	18%	23%
Not at all effective: 0	9	6	3	6	3	4	5	-	-	2	9	-	7	2	4	5	5	4
	7%	8%	5%	8%	6%	7%	7%	-	-	5%	7%	-	10%	4%	4%	14%	9%	5%
Don't know: NR	2	2	-	1	1	-	2	-	1	1	2	-	1	1	1	1	-	2
	2%	3%	-	2%	1%	-	3%	-	2%	3%	2%	-	1%	2%	2%	2%	-	3%
Not applicable: NR	1	-	1	1	-	-	1	-	-	1	1	-	-	1	1	-	-	1
	1%	-	1%	1%	-	-	1%	-	-	1%	1%	-	-	1%	1%	-	-	1%
Net: Effective	91	55	36	51	40	40	52	23	33	39	91	-	42	49	71	21	38	53
	70%	73%	66%	70%	69%	68%	71%	83%	78%	78%	70%	-	64%	75%	73%	61%	73%	68%
Net: Not effective	37	19	18	20	17	19	18	5	9	9	37	-	22	14	24	13	14	22
	28%	24%	33%	27%	29%	32%	25%	17%	21%	18%	28%	-	34%	22%	25%	37%	27%	28%
Mean	1.82	1.86	1.77	1.85	1.79	1.77	1.87	2.19	2.15	2.05	1.82		1.63	2.01	1.93	1.52	1.79	1.84
Standard deviation	0.80	0.82	0.78	0.83	0.76	0.80	0.80	0.70	0.74	0.79	0.80		0.78	0.79	0.78	0.80	0.82	0.79
Standard error	0.14	0.19	0.21	0.19	0.20	0.21	0.19	0.26	0.22	0.22	0.14		0.19	0.19	0.16	0.27	0.22	0.18

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (PSL)

Manage risks associated with recruitment

Base: All who use Preferred supplier list model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	136	75	61	75	61	51	85	31	45	51	136		68	68	102	34	56	80
Weighted base	131	76	55	73	58	59	73	28	43	50	131		65	66	97	34	53	78
Very effective: 3	27	19	8	18	9	10	17	12	19	15	27	-	6	21	24	3	12	15
	21%	25%	14%	24%	16%	17%	24%	45%	44%	30%	21%	-	10%	31%	24%	10%	23%	19%
Fairly effective: 2	72	41	31	40	32	31	41	12	19	27	72	-	40	32	54	18	27	45
	55%	54%	56%	55%	55%	53%	56%	43%	44%	53%	55%	-	61%	48%	55%	53%	51%	57%
Not very effective: 1	24	11	13	10	13	15	8	2	5	6	24	-	14	10	16	8	10	14
	18%	14%	23%	14%	23%	26%	12%	9%	12%	12%	18%	-	21%	15%	16%	23%	19%	18%
Not at all effective: 0	6	4	2	4	2	1	5	1	-	1	6	-	4	2	3	3	4	2
	5%	6%	3%	6%	3%	2%	6%	3%	-	2%	5%	-	6%	3%	3%	8%	7%	3%
Don't know: NR	1	1	-	-	1	-	1	-	-	1	1	-	-	1	-	1	-	1
	1%	1%	-	-	1%	-	1%	-	-	1%	1%	-	-	1%	-	2%	-	1%
Not applicable: NR	2	-	2	1	1	1	1	-	-	1	2	-	1	1	1	1	-	2
	1%	-	4%	1%	2%	2%	1%	-	-	1%	1%	-	2%	1%	1%	4%	-	2%
Net: Effective	99	60	39	58	41	41	58	24	38	42	99	-	46	53	77	21	39	60
	75%	79%	70%	79%	71%	70%	80%	88%	88%	83%	75%	-	71%	80%	80%	63%	75%	76%
Net: Not effective	30	15	14	15	15	16	13	3	5	7	30	-	18	12	19	11	13	16
	23%	20%	26%	20%	26%	28%	18%	12%	12%	14%	23%	-	27%	18%	19%	32%	25%	21%
Mean	1.93	2.00	1.84	1.98	1.87	1.86	1.99	2.31	2.33	2.14	1.93		1.76	2.11	2.02	1.68	1.91	1.95
Standard deviation	0.76	0.79	0.70	0.79	0.71	0.71	0.79	0.74	0.67	0.72	0.76		0.71	0.76	0.73	0.77	0.83	0.71
Standard error	0.13	0.18	0.19	0.18	0.19	0.18	0.18	0.28	0.20	0.20	0.13		0.17	0.19	0.15	0.27	0.22	0.16

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (PSL)

Manage accountability associated with recruitment

Base: All who use Preferred supplier list model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurment	Recruit ment	Pri- mary / service	Prof/ bus/ Pub sect
Unweighted base	136	75	61	75	61	51	85	31	45	51	136		68	68	102	34	56	80
Weighted base	131	76	55	73	58	59	73	28	43	50	131		65	66	97	34	53	78
Very effective: 3	29	17	12	19	11	12	17	13	18	16	29	-	8	21	26	3	11	18
	22%	22%	22%	25%	19%	21%	24%	46%	43%	32%	22%	-	12%	32%	27%	8%	22%	23%
Fairly effective: 2	69	37	32	37	32	33	37	11	18	28	69	-	37	33	53	16	28	41
	53%	49%	58%	51%	55%	56%	51%	40%	41%	55%	53%	-	56%	50%	55%	48%	54%	52%
Not very effective: 1	21	14	7	10	11	9	12	2	4	4	21	-	14	6	12	9	8	13
	16%	18%	13%	14%	18%	16%	16%	7%	10%	7%	16%	-	22%	10%	12%	26%	16%	16%
Not at all effective: 0	8	6	2	6	2	2	6	2	2	1	8	-	4	4	3	5	4	4
	6%	8%	3%	8%	4%	4%	8%	7%	5%	2%	6%	-	6%	6%	3%	14%	7%	5%
Don't know: NR	1	1	-	1	-	1	-	-	-	-	1	-	1	-	1	-	1	-
	1%	1%	-	1%	-	2%	-	-	-	-	1%	-	1%	-	1%	-	2%	-
Not applicable: NR	3	1	2	1	2	1	1	-	1	1	3	-	1	1	1	1	-	3
	2%	1%	4%	1%	3%	2%	2%	-	2%	3%	2%	-	2%	2%	2%	4%	-	3%
Net: Effective	99	54	44	56	43	45	54	24	36	44	99	-	45	54	79	19	40	59
	75%	71%	81%	76%	74%	76%	74%	86%	83%	87%	75%	-	68%	82%	82%	56%	76%	75%
Net: Not effective	29	20	9	16	13	12	17	4	6	5	29	-	18	10	15	14	12	17
	22%	27%	16%	21%	23%	20%	24%	14%	15%	10%	22%	-	28%	16%	16%	40%	23%	22%
Mean	1.94	1.87	2.04	1.96	1.92	1.96	1.92	2.24	2.23	2.20	1.94		1.77	2.11	2.09	1.52	1.92	1.96
Standard deviation	0.80	0.86	0.70	0.84	0.74	0.74	0.84	0.87	0.82	0.68	0.80		0.75	0.82	0.73	0.84	0.81	0.79
Standard error	0.14	0.19	0.19	0.20	0.19	0.19	0.20	0.33	0.25	0.19	0.14		0.18	0.20	0.15	0.29	0.22	0.18

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (PSL)

Ensure that candidates receive a high quality experience

Base: All who use Preferred supplier list model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	136	75	61	75	61	51	85	31	45	51	136		68	68	102	34	56	80
Weighted base	131	76	55	73	58	59	73	28	43	50	131		65	66	97	34	53	78
Very effective: 3	19	12	7	15	4	9	10	8	9	11	19	-	7	12	18	1	10	9
	15%	15%	13%	21%	7%	15%	14%	29%	20%	22%	15%	-	11%	18%	19%	2%	18%	12%
Fairly effective: 2	78	44	34	39	39	37	41	16	27	29	78	-	37	41	57	21	30	48
	60%	58%	63%	54%	67%	63%	57%	57%	62%	58%	60%	-	57%	62%	59%	61%	57%	62%
Not very effective: 1	23	13	10	11	12	10	12	4	7	8	23	-	13	10	15	8	9	13
	17%	17%	19%	15%	20%	18%	17%	14%	16%	15%	17%	-	20%	15%	15%	24%	18%	17%
Not at all effective: 0	6	4	2	4	2	1	5	-	-	1	6	-	5	1	3	3	4	2
	5%	6%	3%	6%	3%	2%	7%	-	-	2%	5%	-	7%	2%	3%	8%	7%	3%
Don't know: NR	2	1	1	1	1	-	2	-	1	1	2	-	1	1	1	1	-	2
	2%	2%	1%	2%	1%	-	3%	-	2%	1%	2%	-	1%	2%	1%	4%	-	3%
Not applicable: NR	3	2	1	2	1	1	2	-	-	1	3	-	2	1	3	-	-	3
	2%	2%	1%	2%	1%	2%	2%	-	-	1%	2%	-	3%	1%	3%	-	-	3%
Net: Effective	97	56	41	54	43	46	51	24	35	40	97	-	45	53	76	22	39	58
	74%	73%	76%	75%	74%	78%	71%	86%	82%	79%	74%	-	69%	80%	78%	63%	75%	74%
Net: Not effective	29	17	12	15	14	12	17	4	7	9	29	-	18	11	18	11	13	16
	22%	22%	22%	21%	23%	20%	24%	14%	16%	18%	22%	-	27%	17%	18%	32%	25%	20%
Mean	1.87	1.87	1.88	1.93	1.80	1.93	1.83	2.14	2.04	2.01	1.87		1.76	1.99	1.97	1.60	1.86	1.88
Standard deviation	0.71	0.75	0.66	0.79	0.60	0.65	0.76	0.64	0.61	0.69	0.71		0.76	0.64	0.70	0.68	0.79	0.65
Standard error	0.12	0.17	0.18	0.18	0.16	0.17	0.18	0.24	0.18	0.19	0.12		0.19	0.16	0.14	0.23	0.21	0.15

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (PSL)

Consolidate management information

Base: All who use Preferred supplier list model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	136	75	61	75	61	51	85	31	45	51	136		68	68	102	34	56	80
Weighted base	131	76	55	73	58	59	73	28	43	50	131		65	66	97	34	53	78
Very effective: 3	23	16	7	16	6	12	11	7	17	17	23	-	4	19	23	-	10	13
	17%	21%	12%	22%	11%	20%	15%	26%	39%	34%	17%	-	6%	29%	24%	-	18%	17%
Fairly effective: 2	70	34	36	36	34	32	37	15	18	21	70	-	37	32	45	25	31	39
	53%	44%	66%	49%	58%	55%	52%	54%	41%	41%	53%	-	57%	49%	46%	72%	58%	50%
Not very effective: 1	25	18	7	12	13	9	16	4	6	8	25	-	16	9	20	5	7	18
	19%	23%	13%	16%	22%	15%	22%	16%	14%	17%	19%	-	24%	14%	21%	14%	14%	22%
Not at all effective: 0	7	5	2	5	3	3	4	1	1	2	7	-	4	3	3	4	2	5
	6%	7%	4%	7%	5%	6%	5%	4%	3%	4%	6%	-	6%	5%	3%	12%	4%	7%
Don't know: NR	2	2	-	2	1	1	1	-	1	1	2	-	2	1	2	-	1	2
	2%	3%	-	2%	1%	2%	2%	-	2%	1%	2%	-	3%	1%	3%	-	1%	2%
Not applicable: NR	4	2	2	2	2	1	3	-	1	1	4	-	2	1	3	1	2	2
	3%	2%	4%	3%	3%	2%	4%	-	2%	3%	3%	-	4%	2%	3%	2%	4%	2%
Net: Effective	92	50	43	52	40	44	48	22	34	38	92	-	41	51	68	25	40	52
	71%	65%	78%	72%	69%	75%	66%	80%	80%	75%	71%	-	63%	78%	70%	72%	76%	67%
Net: Not effective	32	23	9	17	16	12	20	6	7	10	32	-	20	12	23	9	9	23
	25%	30%	17%	23%	27%	21%	27%	20%	17%	21%	25%	-	30%	19%	24%	26%	18%	29%
Mean	1.86	1.84	1.90	1.92	1.79	1.93	1.81	2.01	2.20	2.10	1.86		1.67	2.05	1.96	1.62	1.96	1.80
Standard deviation	0.78	0.85	0.66	0.82	0.70	0.78	0.77	0.77	0.79	0.83	0.78		0.70	0.80	0.78	0.69	0.71	0.81
Standard error	0.14	0.20	0.18	0.19	0.18	0.20	0.18	0.29	0.24	0.23	0.14		0.17	0.20	0.16	0.23	0.20	0.18

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q5 In your view, how effective is the model in helping your organisation to do each of the following? (PSL)

Manage recruitment across different countries (if applicable)

Base: All who use Preferred supplier list model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	136	75	61	75	61	51	85	31	45	51	136		68	68	102	34	56	80
Weighted base	131	76	55	73	58	59	73	28	43	50	131		65	66	97	34	53	78
Very effective: 3	24	11	13	12	11	14	9	11	13	12	24	-	7	17	23	1	9	14
	18%	14%	24%	17%	20%	24%	13%	41%	30%	25%	18%	-	10%	26%	23%	3%	18%	18%
Fairly effective: 2	50	28	23	29	21	17	33	12	20	22	50	-	22	28	37	13	21	29
	38%	36%	41%	40%	37%	30%	45%	45%	47%	44%	38%	-	34%	43%	38%	38%	40%	37%
Not very effective: 1	20	15	5	16	4	10	10	4	6	7	20	-	11	10	12	9	6	14
	15%	20%	10%	22%	7%	18%	14%	14%	13%	14%	15%	-	16%	15%	12%	25%	11%	18%
Not at all effective: 0	7	4	4	3	4	6	2	-	2	1	7	-	5	2	6	2	4	3
	6%	5%	7%	5%	7%	10%	2%	-	5%	2%	6%	-	8%	3%	6%	5%	8%	4%
Don't know: NR	2	1	1	1	1	2	-	-	-	-	2	-	2	-	1	1	1	1
	2%	1%	2%	1%	2%	4%	-	-	-	-	2%	-	3%	-	1%	4%	2%	2%
Not applicable: NR	28	19	9	12	16	9	19	-	2	8	28	-	19	9	19	9	11	17
	21%	24%	17%	16%	28%	15%	26%	-	5%	15%	21%	-	29%	13%	19%	26%	21%	21%
Net: Effective	74	38	35	41	33	32	42	24	33	35	74	-	29	45	60	14	30	43
	56%	50%	65%	56%	56%	54%	58%	86%	77%	69%	56%	-	44%	68%	62%	41%	58%	55%
Net: Not effective	28	19	9	20	8	16	12	4	8	8	28	-	16	12	17	10	10	17
	21%	24%	16%	27%	14%	27%	16%	14%	18%	16%	21%	-	24%	18%	18%	30%	19%	22%
Mean	1.89	1.80	2.01	1.82	1.99	1.85	1.93	2.26	2.07	2.07	1.89		1.68	2.05	2.00	1.54	1.87	1.90
Standard deviation	0.84	0.82	0.86	0.81	0.88	0.98	0.69	0.70	0.81	0.75	0.84		0.87	0.79	0.86	0.68	0.88	0.81
Standard error	0.16	0.21	0.25	0.20	0.27	0.28	0.19	0.26	0.25	0.22	0.16		0.26	0.20	0.19	0.27	0.27	0.20

Survey of HR and Procurement Professionals
Online Fieldwork: 11th-28th September 2014

Q6 Which of the following types of staff do you recruit through this method? (PSL)

Base: All who use Preferred supplier list model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	136	75	61	75	61	51	85	31	45	51	136		68	68	102	34	56	80
Weighted base	131	76	55	73	58	59	73	28	43	50	131		65	66	97	34	53	78
Permanent staff	104	63	41	60	44	47	57	18	29	37	104	-	56	48	77	27	38	66
	79%	82%	75%	82%	76%	80%	79%	67%	68%	73%	79%	-	86%	73%	79%	79%	73%	84%
Contractors	86	45	42	50	36	35	52	16	28	30	86	-	47	39	61	25	35	51
	66%	58%	77%	68%	63%	59%	71%	57%	65%	59%	66%	-	72%	60%	63%	73%	67%	65%
Temporary staff	86	51	35	48	37	38	48	15	28	33	86	-	46	39	63	22	36	50
	65%	67%	63%	66%	64%	65%	66%	54%	66%	65%	65%	-	71%	59%	65%	65%	68%	63%
Interim management	51	32	18	34	17	21	30	13	23	27	51	-	21	30	45	5	18	33
	39%	42%	34%	46%	29%	35%	41%	46%	53%	53%	39%	-	32%	45%	47%	15%	34%	41%
Executive level	44	30	13	29	15	21	22	11	19	21	44	-	17	26	38	6	15	29
	33%	40%	24%	40%	25%	37%	31%	39%	43%	41%	33%	-	26%	40%	39%	16%	28%	37%
Don't know	1	-	1	1	-	-	1	-	-	1	1	-	-	1	1	-	-	1
	1%	-	1%	1%	-	-	1%	-	-	1%	1%	-	-	1%	1%	-	-	1%

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q7 During the lifetime of the contract, approximately what proportion of your current staff were recruited using this model? (PSL)

Base: All who use Preferred supplier list model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	136	75	61	75	61	51	85	31	45	51	136		68	68	102	34	56	80
Weighted base	131	76	55	73	58	59	73	28	43	50	131		65	66	97	34	53	78
25% or under: 13.5	54	31	23	29	26	25	29	14	16	23	54	-	27	28	43	11	28	26
	41%	40%	43%	39%	44%	43%	40%	50%	36%	46%	41%	-	41%	42%	45%	32%	53%	34%
26% - 50%: 37.5	41	25	15	23	17	17	24	9	19	18	41	-	13	27	26	15	12	29
	31%	33%	28%	32%	30%	29%	33%	32%	45%	35%	31%	-	20%	41%	27%	43%	22%	37%
51% - 75%: 63.5	25	16	10	16	10	12	13	4	6	7	25	-	17	9	18	7	10	16
	19%	21%	18%	21%	17%	21%	18%	15%	15%	14%	19%	-	26%	13%	19%	21%	19%	20%
76% - 100%: 87.5	5	2	3	3	2	1	4	1	1	1	5	-	4	1	4	1	3	2
	4%	2%	6%	4%	3%	2%	5%	3%	2%	2%	4%	-	6%	1%	4%	2%	5%	3%
Don't know: NR	6	3	3	3	3	4	2	-	1	2	6	-	4	2	5	1	1	5
	5%	4%	6%	4%	6%	6%	3%	-	2%	3%	5%	-	7%	3%	5%	3%	2%	7%
Net: 50% or less	95	56	39	52	43	42	53	22	35	41	95	-	40	55	69	25	39	55
	72%	74%	71%	71%	74%	71%	73%	82%	81%	81%	72%	-	61%	83%	72%	74%	75%	71%
Net: 51% or more	30	17	13	19	12	13	17	5	7	8	30	-	21	9	22	8	12	18
	23%	23%	23%	26%	20%	23%	23%	18%	17%	15%	23%	-	32%	14%	23%	23%	23%	23%
Mean	34.33	34.19	34.53	35.73	32.52	33.31	35.13	31.08	33.54	30.60	34.33		37.54	31.29	33.58	36.39	31.92	36.03
Standard deviation	21.78	20.81	23.11	22.17	21.14	20.91	22.41	20.67	18.68	19.18	21.78		24.58	18.24	22.46	19.67	23.00	20.72
Standard error	3.82	4.75	6.32	5.18	5.61	5.53	5.24	7.72	5.64	5.39	3.82		6.18	4.46	4.60	6.68	6.27	4.74

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q8 Approximately, what proportion of staff recruited using the model are based outside of the UK, if applicable? (PSL)

Base: All who use Preferred supplier list model

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	136	75	61	75	61	51	85	31	45	51	136		68	68	102	34	56	80
Weighted base	131	76	55	73	58	59	73	28	43	50	131		65	66	97	34	53	78
25% or under: 13.5	60	40	20	39	21	27	33	14	22	26	60	-	27	33	54	6	27	33
	46%	52%	36%	53%	37%	46%	46%	52%	52%	52%	46%	-	41%	50%	56%	18%	50%	42%
26% - 50%: 37.5	22	13	9	11	11	10	12	6	11	9	22	-	9	13	16	6	8	14
	17%	17%	16%	15%	19%	18%	16%	22%	24%	17%	17%	-	13%	20%	17%	17%	15%	18%
51% - 75%: 63.5	11	3	7	6	5	3	7	6	7	5	11	-	3	8	6	4	4	6
	8%	5%	13%	8%	9%	6%	10%	21%	17%	10%	8%	-	4%	12%	7%	13%	8%	8%
76% - 100%: 87.5	4	1	3	2	2	3	1	-	1	-	4	-	3	1	3	1	1	3
	3%	1%	5%	3%	3%	5%	1%	-	2%	-	3%	-	5%	1%	3%	2%	2%	3%
Don't know: NR	14	6	8	5	9	7	7	1	1	6	14	-	9	6	7	8	5	10
	11%	8%	15%	7%	16%	13%	10%	4%	3%	11%	11%	-	14%	8%	7%	22%	9%	12%
Not applicable - my company does not operate outside of the UK: NR	20	12	8	10	10	7	13	-	1	4	20	-	15	5	10	10	8	13
	15%	16%	14%	14%	17%	13%	17%	-	2%	9%	15%	-	23%	8%	11%	28%	14%	16%
Net: 50% or less	82	53	29	50	32	37	45	21	33	35	82	-	36	46	70	12	35	47
	62%	70%	52%	68%	55%	64%	62%	74%	76%	70%	62%	-	55%	70%	72%	35%	66%	60%
Net: 51% or more	15	4	10	8	7	6	8	6	8	5	15	-	6	9	9	5	6	9
	11%	6%	19%	11%	11%	11%	11%	21%	19%	10%	11%	-	9%	13%	10%	15%	11%	11%
Mean	27.47	23.24	33.72	25.91	29.78	28.20	26.86	30.15	29.93	25.15	27.47		27.22	27.65	25.24	37.83	26.01	28.51
Standard deviation	20.73	16.67	24.27	20.33	21.09	22.16	19.44	20.27	20.59	17.63	20.73		22.25	19.50	19.74	22.03	19.94	21.21
Standard error	4.14	4.30	7.63	5.24	6.64	6.58	5.24	7.74	6.30	5.44	4.14		6.77	5.15	4.34	10.44	6.16	5.54

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Q8 Approximately, what proportion of staff recruited using the model are based outside of the UK, if applicable? (PSL)

Base: All who use Preferred supplier list model and who have staff based outside the UK

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	114	61	53	63	51	45	69	31	44	47	114		51	63	91	23	49	65
Weighted base	111	64	47	63	48	51	60	28	42	46	111		50	61	86	25	45	66
25% or under: 13.5	60	40	20	39	21	27	33	14	22	26	60	-	27	33	54	6	27	33
	54%	63%	42%	61%	44%	52%	55%	52%	53%	58%	54%	-	54%	54%	62%	25%	59%	51%
26% - 50%: 37.5	22	13	9	11	11	10	12	6	11	9	22	-	9	13	16	6	8	14
	20%	21%	19%	18%	23%	21%	19%	22%	25%	19%	20%	-	17%	22%	19%	24%	18%	21%
51% - 75%: 63.5	11	3	7	6	5	3	7	6	7	5	11	-	3	8	6	4	4	6
	10%	5%	16%	9%	11%	7%	12%	21%	17%	11%	10%	-	5%	13%	7%	18%	10%	10%
76% - 100%: 87.5	4	1	3	2	2	3	1	-	1	-	4	-	3	1	3	1	1	3
	3%	1%	6%	3%	3%	6%	1%	-	2%	-	3%	-	6%	1%	3%	3%	3%	4%
Don't know: NR	14	6	8	5	9	7	7	1	1	6	14	-	9	6	7	8	5	10
	13%	10%	17%	8%	19%	15%	12%	4%	3%	12%	13%	-	18%	9%	8%	31%	11%	15%
Not applicable - my company does not operate outside of the UK: NR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net: 50% or less	82	53	29	50	32	37	45	21	33	35	82	-	36	46	70	12	35	47
	74%	83%	61%	79%	67%	73%	75%	74%	78%	77%	74%	-	71%	76%	81%	49%	77%	72%
Net: 51% or more	15	4	10	8	7	6	8	6	8	5	15	-	6	9	9	5	6	9
	13%	7%	22%	13%	14%	12%	14%	21%	19%	11%	13%	-	11%	15%	11%	21%	12%	14%
Mean	27.47	23.24	33.72	25.91	29.78	28.20	26.86	30.15	29.93	25.15	27.47		27.22	27.65	25.24	37.83	26.01	28.51
Standard deviation	20.73	16.67	24.27	20.33	21.09	22.16	19.44	20.27	20.59	17.63	20.73		22.25	19.50	19.74	22.03	19.94	21.21
Standard error	4.14	4.30	7.63	5.24	6.64	6.58	5.24	7.74	6.30	5.44	4.14		6.77	5.15	4.34	10.44	6.16	5.54

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Table 79
Q9 In the next twelve months, do you foresee your in-house recruitment team growing or reducing in size, or remaining the same size?
Base: All respondents

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/bus/Pub sect
Unweighted base	272	145	127	144	128	112	160	55	74	104	136	56	128	88	179	93	103	169
Weighted base	272	149	123	142	130	125	147	49	71	104	131	60	129	83	170	102	109	163
Growing in size	81	45	36	46	34	34	47	21	23	36	48	10	40	31	47	34	32	48
	30%	30%	29%	33%	26%	27%	32%	44%	33%	35%	37%	17%	31%	37%	28%	33%	30%	30%
Remaining the same size	137	71	66	69	68	60	77	19	39	51	66	32	65	40	96	41	62	75
	50%	48%	54%	49%	52%	48%	52%	39%	55%	49%	50%	53%	50%	49%	57%	40%	57%	46%
Reducing in size	37	23	14	18	19	21	16	8	6	12	14	9	19	9	21	16	9	28
	14%	16%	11%	13%	15%	17%	11%	16%	9%	12%	11%	15%	15%	11%	12%	16%	9%	17%
Don't know	9	5	4	2	6	5	4	-	1	2	3	4	3	2	3	6	1	8
	3%	3%	3%	2%	5%	4%	3%	-	1%	2%	2%	7%	3%	2%	2%	6%	1%	5%
Not applicable - my company does not have an in-house recruitment team	8	5	3	6	2	4	4	1	2	2	-	5	2	1	3	5	4	4
	3%	4%	3%	4%	2%	4%	3%	2%	2%	2%	-	9%	2%	1%	2%	5%	4%	2%

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Table 80

Q9 In the next twelve months, do you foresee your in-house recruitment team growing or reducing in size, or remaining the same size?

Base: All who have an in-house recruitment team

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/bus/Pub sect
Unweighted base	264	140	124	139	125	109	155	54	72	102	136	51	126	87	176	88	100	164
Weighted base	264	144	119	136	128	121	143	48	69	102	131	55	127	82	167	97	104	159
Growing in size	81	45	36	46	34	34	47	21	23	36	48	10	40	31	47	34	32	48
	31%	31%	30%	34%	27%	28%	33%	44%	33%	36%	37%	18%	31%	38%	28%	35%	31%	30%
Remaining the same size	137	71	66	69	68	60	77	19	39	51	66	32	65	40	96	41	62	75
	52%	49%	55%	51%	53%	50%	54%	39%	56%	50%	50%	58%	51%	49%	58%	42%	59%	47%
Reducing in size	37	23	14	18	19	21	16	8	6	12	14	9	19	9	21	16	9	28
	14%	16%	12%	13%	15%	18%	11%	16%	9%	12%	11%	16%	15%	11%	13%	17%	9%	17%
Don't know	9	5	4	2	6	5	4	-	1	2	3	4	3	2	3	6	1	8
	3%	3%	3%	2%	5%	4%	3%	-	1%	2%	2%	7%	3%	2%	2%	6%	1%	5%

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Table 81
Q10 In deciding which recruitment model to adopt which of the following considerations are most important to you?
Base: All respondents

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurment	Recruit ment	Pri- mary / service	Prof/ bus/ Pub sect
Unweighted base	272	145	127	144	128	112	160	55	74	104	136	56	128	88	179	93	103	169
Weighted base	272	149	123	142	130	125	147	49	71	104	131	60	129	83	170	102	109	163
Attracting the right people into the role	182	95	87	88	94	83	99	22	29	61	86	45	99	37	112	70	80	102
	67%	64%	71%	62%	72%	66%	67%	46%	41%	59%	66%	75%	77%	45%	66%	69%	73%	63%
Reducing the cost of recruitment	114	64	50	65	49	48	65	20	33	36	60	20	63	31	79	35	40	73
	42%	43%	41%	46%	37%	39%	44%	42%	46%	34%	46%	33%	49%	37%	46%	34%	37%	45%
Reducing time to hire	107	59	48	54	53	57	50	26	28	47	51	20	46	42	74	33	40	67
	39%	40%	39%	38%	41%	46%	34%	53%	40%	45%	39%	33%	36%	50%	44%	32%	37%	41%
Retaining staff	99	47	53	45	54	50	49	15	22	38	37	33	36	30	54	45	48	52
	37%	31%	43%	32%	41%	40%	34%	31%	31%	37%	28%	55%	28%	37%	32%	44%	44%	32%
Managing risks associated with recruitment	66	42	24	36	29	31	35	12	21	30	32	15	27	24	43	23	19	46
	24%	28%	19%	26%	22%	24%	24%	25%	29%	29%	25%	25%	21%	29%	25%	22%	18%	28%
Ensuring that candidates receive a high quality experience	55	34	22	32	24	15	41	7	20	22	30	12	23	21	39	16	24	31
	20%	22%	18%	22%	18%	12%	28%	13%	29%	21%	23%	19%	18%	25%	23%	16%	22%	19%
Communicating your brand to candidates	38	17	21	24	14	21	17	10	14	18	20	5	18	15	23	15	18	20
	14%	12%	17%	17%	11%	17%	12%	20%	20%	17%	16%	8%	14%	19%	14%	15%	17%	12%
Managing accountability associated with recruitment	36	18	18	16	20	13	23	6	9	21	16	3	21	12	17	19	9	28
	13%	12%	15%	11%	16%	10%	16%	13%	13%	20%	13%	5%	16%	15%	10%	19%	8%	17%
Managing recruitment across different countries (if applicable)	24	14	10	17	7	10	15	10	14	17	14	2	8	14	21	3	9	16
	9%	9%	8%	12%	6%	8%	10%	20%	20%	17%	11%	4%	6%	17%	12%	3%	8%	10%
Consolidating management information	15	7	8	9	7	8	8	6	8	11	8	-	6	9	12	3	4	11
	6%	5%	7%	6%	5%	6%	5%	13%	11%	10%	6%	-	5%	11%	7%	3%	4%	7%
Don't know	6	5	2	3	4	4	2	-	-	1	3	3	2	1	1	6	1	5
	2%	3%	1%	2%	3%	3%	2%	-	-	1%	2%	6%	2%	1%	0%	6%	1%	3%

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Table 82

Q11 In the next five years, which of the following recruitment models do you intend to use?

Base: All respondents

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	272	145	127	144	128	112	160	55	74	104	136	56	128	88	179	93	103	169
Weighted base	272	149	123	142	130	125	147	49	71	104	131	60	129	83	170	102	109	163
Vendor neutral: An intermediary that sits between the employer and the supplier organisations	50	28	22	25	25	17	33	31	25	30	28	-	16	33	33	17	17	32
	18%	19%	18%	18%	19%	14%	22%	63%	36%	29%	22%	-	13%	40%	19%	17%	16%	20%
Master vendor: A staffing vendor that takes overall responsibility for providing clients with staffing services. All orders will usually go first to the Master vendor to either be filled or distributed to secondary vendors	70	36	34	42	28	25	45	24	55	34	38	4	23	43	59	12	26	44
	26%	24%	28%	30%	22%	20%	31%	48%	78%	32%	29%	7%	18%	52%	34%	11%	24%	27%
Recruitment process outsourcing: Employer outsources or transfers all or part of its recruitment activities to an external service provider	90	49	41	54	36	41	49	22	32	72	43	4	38	48	59	31	36	54
	33%	33%	34%	38%	27%	33%	33%	46%	45%	69%	33%	7%	30%	57%	35%	30%	33%	33%
Preferred supplier list: Employers select suppliers and arrange for all hiring managers to work with the supplier directly	112	66	46	66	46	44	68	23	35	44	100	2	58	52	87	25	44	68
	41%	44%	38%	46%	35%	35%	46%	48%	49%	43%	76%	3%	45%	63%	51%	25%	41%	42%
None of the above	57	30	27	27	31	33	25	-	-	2	5	51	6	1	20	37	20	37
	21%	20%	22%	19%	24%	26%	17%	-	-	2%	3%	85%	4%	1%	12%	36%	19%	23%

Survey of HR and Procurement Professionals
Online Fieldwork: 11th-28th September 2014

Table 83
SQ1 Which of the following best represents your level of seniority?
Base: All respondents

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/bus/Pub sect
Unweighted base	272	145	127	144	128	112	160	55	74	104	136	56	128	88	179	93	103	169
Weighted base	272	149	123	142	130	125	147	49	71	104	131	60	129	83	170	102	109	163
Board level / Senior management	142	86	56	142	-	69	73	25	38	59	73	30	66	46	92	49	58	84
	52%	57%	46%	100%	-	55%	50%	51%	54%	57%	56%	51%	51%	55%	54%	48%	53%	51%
Middle management	130	64	66	-	130	57	74	24	33	45	58	30	64	37	78	53	51	80
	48%	43%	54%	-	100%	45%	50%	49%	46%	43%	44%	49%	49%	45%	46%	52%	47%	49%
Junior management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Non-managerial	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Table 84

SQ2 Which of the following responsibilities do you hold in your organisation?

Base: All respondents

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	272	145	127	144	128	112	160	55	74	104	136	56	128	88	179	93	103	169
Weighted base	272	149	123	142	130	125	147	49	71	104	131	60	129	83	170	102	109	163
Provide information that contributes to decisions that are made at board level	272	149	123	142	130	125	147	49	71	104	131	60	129	83	170	102	109	163
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Control of or having a say in budgeting	272	149	123	142	130	125	147	49	71	104	131	60	129	83	170	102	109	163
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Directly managing one or more employees	265	147	119	141	124	123	142	46	67	101	127	59	127	79	166	100	103	162
	98%	98%	97%	99%	95%	98%	97%	95%	95%	97%	97%	99%	98%	96%	98%	98%	95%	99%
Recruitment (hiring new staff on a permanent or temporary basis)	251	135	116	133	119	112	139	47	63	91	120	58	122	72	149	102	100	151
	92%	90%	95%	93%	91%	89%	95%	97%	89%	88%	92%	96%	95%	86%	88%	100%	93%	92%
Procurement / human resource supply chain management	170	90	80	92	78	86	84	33	60	78	97	21	84	64	170	-	73	97
	62%	60%	65%	65%	60%	68%	57%	68%	85%	75%	74%	36%	65%	77%	100%	-	67%	59%
None of the above	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Table 85
SQ3 How many people are employed by your company at all locations?
Base: All respondents

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	272	145	127	144	128	112	160	55	74	104	136	56	128	88	179	93	103	169
Weighted base	272	149	123	142	130	125	147	49	71	104	131	60	129	83	170	102	109	163
Less than 1,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1,000 to 5,000	105	105	-	62	43	56	49	11	21	33	55	27	53	26	61	45	40	66
	39%	70%	-	44%	33%	45%	33%	22%	30%	32%	42%	45%	41%	31%	36%	44%	37%	40%
5,001 to 10,000	44	44	-	23	21	20	24	13	15	23	21	7	20	17	30	15	9	35
	16%	30%	-	17%	16%	16%	16%	27%	21%	22%	16%	12%	16%	20%	17%	14%	9%	21%
10,001 to 15,000	25	-	25	16	9	10	15	10	14	13	12	2	9	14	19	6	11	13
	9%	-	20%	11%	7%	8%	10%	20%	19%	13%	9%	3%	7%	17%	11%	6%	10%	8%
15,001 to 20,000	14	-	14	5	9	7	7	1	1	4	4	8	3	3	3	11	5	9
	5%	-	12%	3%	7%	6%	5%	2%	1%	4%	3%	13%	2%	4%	2%	11%	5%	5%
20,001 to 25,000	9	-	9	2	7	4	5	-	2	3	4	2	5	2	7	1	4	5
	3%	-	7%	1%	5%	3%	3%	-	3%	3%	3%	3%	4%	3%	4%	1%	4%	3%
25,001 or more	75	-	75	34	41	28	48	14	18	27	34	15	40	21	50	25	39	36
	28%	-	61%	24%	32%	22%	32%	29%	26%	26%	26%	24%	31%	25%	30%	24%	36%	22%
Net: 10,000 or less	149	149	-	86	64	77	73	24	36	56	76	34	73	42	90	59	49	100
	55%	100%	-	60%	49%	61%	50%	49%	50%	54%	58%	57%	57%	51%	53%	58%	45%	61%
Net: 10,001 or more	123	-	123	56	66	48	74	25	35	48	55	26	56	40	80	43	59	63
	45%	-	100%	40%	51%	39%	50%	51%	50%	46%	42%	43%	43%	49%	47%	42%	55%	39%
Mean	12737	4330	22995	11381	14213	11319	13945	13563	12979	12823	12082	12243	12958	12753	13196	11974	14576	11515
Standard deviation	10280	2053	6166	9926	10454	9877	10461	9574	9699	9864	10207	10206	10701	9633	10371	10081	10795	9733
Standard error	1222	329	1092	1634	1795	1731	1692	2694	2259	1895	1747	2579	1846	2074	1559	1956	2030	1492

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Table 86
Q1 What is your professional background?
Base: All respondents

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/bus/Pub sect
Unweighted base	272	145	127	144	128	112	160	55	74	104	136	56	128	88	179	93	103	169
Weighted base	272	149	123	142	130	125	147	49	71	104	131	60	129	83	170	102	109	163
HR	32	19	12	17	15	11	20	8	12	14	16	5	15	12	26	5	9	23
	12%	13%	10%	12%	11%	9%	14%	17%	17%	13%	12%	8%	12%	14%	15%	5%	8%	14%
Procurement	35	14	20	13	22	18	16	5	17	15	19	4	18	13	34	1	21	14
	13%	10%	17%	9%	17%	15%	11%	11%	24%	14%	15%	7%	14%	15%	20%	1%	19%	9%
General management	142	84	58	83	59	66	76	33	39	64	77	18	73	52	91	51	52	90
	52%	57%	47%	58%	46%	53%	52%	68%	54%	62%	58%	30%	56%	62%	53%	50%	47%	55%
Other	64	31	32	29	34	29	34	2	4	12	19	33	23	7	19	45	27	36
	23%	21%	26%	21%	26%	23%	23%	4%	5%	11%	15%	56%	18%	8%	11%	44%	25%	22%

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Table 87
Q2 In which of the following industries does your company provide its primary product or service?
Base: All respondents

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurment	Recruit ment	Pri- mary / service	Prof/ bus/ Pub sect
Unweighted base	272	145	127	144	128	112	160	55	74	104	136	56	128	88	179	93	103	169
Weighted base	272	149	123	142	130	125	147	49	71	104	131	60	129	83	170	102	109	163
Agriculture, forestry and fishing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Mining and quarrying	2	-	2	1	1	-	2	1	-	1	1	1	1	1	-	2	2	-
	1%	-	2%	1%	1%	-	2%	2%	-	1%	1%	1%	1%	1%	-	2%	2%	-
Manufacturing	43	21	22	21	22	28	15	5	12	20	22	7	23	13	32	11	43	-
	16%	14%	18%	15%	17%	23%	10%	11%	16%	19%	16%	11%	18%	16%	19%	11%	40%	-
Electricity, gas, steam and air conditioning supply	13	10	3	9	4	6	7	4	2	6	6	6	1	6	6	7	13	-
	5%	7%	2%	6%	3%	5%	5%	8%	3%	6%	5%	10%	1%	7%	3%	7%	12%	-
Water supply, sewerage, waste management, and remediation activities	4	-	4	-	4	-	4	-	-	-	-	4	-	-	-	4	4	-
	1%	-	3%	-	3%	-	3%	-	-	-	-	6%	-	-	-	4%	4%	-
Construction	8	5	3	5	3	6	2	1	1	2	6	2	3	3	6	2	8	-
	3%	3%	3%	4%	2%	5%	2%	3%	2%	2%	4%	4%	2%	4%	4%	2%	7%	-
Wholesale and retail trade, repair of motor vehicles and motorcycles	16	5	11	7	9	5	11	3	6	4	5	1	13	2	12	4	16	-
	6%	3%	9%	5%	7%	4%	7%	6%	9%	4%	4%	2%	10%	2%	7%	4%	15%	-
Transportation and storage	17	7	10	11	6	6	11	5	7	6	11	-	12	5	13	4	17	-
	6%	5%	8%	8%	4%	5%	8%	10%	10%	6%	8%	-	9%	6%	8%	4%	16%	-
Accommodation and food service activities	5	2	4	3	2	1	5	3	3	3	3	-	2	3	4	1	5	-
	2%	1%	3%	2%	2%	1%	3%	6%	4%	3%	2%	-	2%	4%	2%	1%	5%	-
Information and communication	23	14	9	13	10	9	14	6	12	14	15	2	6	15	15	7	-	23
	8%	9%	7%	9%	7%	7%	10%	12%	17%	13%	11%	3%	5%	18%	9%	7%	-	14%
Financial and insurance activities	26	13	13	19	8	7	19	4	5	8	19	2	17	7	14	13	-	26
	10%	9%	11%	13%	6%	5%	13%	9%	7%	8%	15%	4%	13%	9%	8%	12%	-	16%

Survey of HR and Procurement Professionals

Online Fieldwork: 11th-28th September 2014

Table 87 Cont'd

Q2 In which of the following industries does your company provide its primary product or service?

Base: All respondents

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	272	145	127	144	128	112	160	55	74	104	136	56	128	88	179	93	103	169
Weighted base	272	149	123	142	130	125	147	49	71	104	131	60	129	83	170	102	109	163
Real estate activities	3	2	1	2	1	1	2	-	-	2	3	-	1	2	2	1	-	3
	1%	1%	1%	1%	1%	1%	1%	-	-	2%	2%	-	1%	3%	1%	1%	-	2%
Professional, scientific and technical activities	44	30	14	21	24	21	24	7	13	20	27	6	23	15	26	19	-	44
	16%	20%	11%	15%	18%	17%	16%	14%	18%	19%	20%	9%	18%	19%	15%	18%	-	27%
Administrative and support service activities	6	2	4	4	2	2	3	1	1	2	-	2	4	-	4	2	-	6
	2%	1%	3%	3%	2%	2%	2%	3%	1%	2%	-	3%	3%	-	2%	2%	-	3%
Public administration and defence; compulsory social security	20	11	9	7	13	9	11	1	3	6	6	8	9	3	14	7	-	20
	8%	8%	7%	5%	10%	7%	8%	2%	5%	6%	5%	13%	7%	4%	8%	7%	-	13%
Human health and social work activities	18	15	4	10	8	12	6	3	4	5	2	9	7	3	10	9	-	18
	7%	10%	3%	7%	6%	9%	4%	6%	5%	5%	1%	15%	5%	3%	6%	9%	-	11%
Arts, entertainment and recreation	3	3	-	2	2	1	2	1	-	1	1	2	1	1	1	2	-	3
	1%	2%	-	1%	1%	1%	2%	2%	-	1%	1%	3%	1%	1%	0%	2%	-	2%
Other service activities	20	10	10	7	13	11	8	4	2	4	6	9	6	4	12	7	-	20
	7%	6%	8%	5%	10%	9%	6%	8%	3%	4%	4%	15%	5%	5%	7%	7%	-	12%
Net: Primary / service	109	49	59	58	51	52	57	22	32	42	53	21	55	33	73	36	109	-
	40%	33%	48%	41%	39%	41%	39%	46%	45%	40%	40%	35%	42%	40%	43%	35%	100%	-
Net: Professional / business / public sector	163	100	63	84	80	73	90	26	39	62	78	39	74	50	97	66	-	163
	60%	67%	52%	59%	61%	59%	61%	54%	55%	60%	60%	65%	58%	60%	57%	65%	-	100%

Survey of HR and Procurement Professionals

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Table 88
Q3 In which of the following regions are you based?
Base: All respondents

	Total	Business size		Seniority		Region			Resource models				Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procur-ement	Recruit-ment	Pri-ary / service	Prof/ bus/ Pub sect
Unweighted base	272	145	127	144	128	112	160	55	74	104	136	56	128	88	179	93	103	169
Weighted base	272	149	123	142	130	125	147	49	71	104	131	60	129	83	170	102	109	163
Scotland	22	14	8	12	9	22	-	1	2	8	9	6	13	3	19	3	5	17
	8%	9%	6%	9%	7%	17%	-	2%	3%	7%	7%	9%	10%	3%	11%	3%	4%	10%
North East	8	5	3	6	2	8	-	-	1	3	2	2	6	-	6	2	3	5
	3%	3%	3%	4%	2%	7%	-	-	1%	3%	1%	4%	4%	-	3%	2%	3%	3%
North West	27	19	9	19	9	27	-	5	5	10	9	11	7	9	11	16	14	14
	10%	12%	7%	13%	7%	22%	-	10%	7%	10%	7%	18%	6%	10%	7%	16%	13%	8%
Yorkshire & Humberside	19	9	10	11	8	19	-	3	6	7	9	2	12	5	16	3	10	9
	7%	6%	8%	8%	6%	15%	-	6%	9%	7%	7%	3%	9%	7%	10%	3%	9%	6%
West Midlands	22	12	10	7	15	22	-	6	10	8	15	5	7	10	17	5	10	12
	8%	8%	8%	5%	11%	17%	-	12%	14%	8%	11%	8%	6%	12%	10%	5%	9%	7%
East Midlands	19	11	8	11	8	19	-	-	-	8	11	5	10	5	11	8	8	11
	7%	7%	6%	8%	6%	15%	-	-	-	8%	8%	8%	7%	6%	7%	8%	7%	7%
Wales	8	7	1	3	5	8	-	3	1	1	4	1	4	3	5	3	3	5
	3%	5%	1%	2%	4%	7%	-	6%	2%	1%	3%	2%	3%	3%	3%	3%	3%	3%
Eastern	27	16	12	12	16	-	27	-	8	12	8	8	16	4	8	19	16	12
	10%	10%	10%	8%	12%	-	19%	-	11%	11%	6%	13%	12%	5%	5%	19%	14%	7%
London	57	27	30	30	27	-	57	15	20	24	34	10	22	26	36	21	22	36
	21%	18%	25%	21%	21%	-	39%	31%	28%	24%	26%	16%	17%	31%	21%	20%	20%	22%
South East	44	20	23	23	20	-	44	14	15	16	19	7	23	14	29	15	15	28
	16%	13%	19%	16%	15%	-	30%	28%	20%	15%	14%	12%	17%	17%	17%	14%	14%	17%
South West	19	10	9	8	11	-	19	3	3	6	12	3	10	5	11	8	4	15
	7%	7%	7%	5%	9%	-	13%	5%	5%	6%	9%	6%	8%	6%	7%	8%	4%	9%

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Table 88 Cont'd
Q3 In which of the following regions are you based?
Base: All respondents

	Total	Business size		Seniority		Region		Resource models					Number of models used		Responsibility		Sector	
		10,000 or less	10,001 or more	Board level / Snr Mgmt	Middle management	Mid-lands/ North	South	Vendor neutral	Master vendor	RPO	PSL	None	One	More than one	Procurement	Recruitment	Primary / service	Prof/ bus/ Pub sect
Unweighted base	272	145	127	144	128	112	160	55	74	104	136	56	128	88	179	93	103	169
Weighted base	272	149	123	142	130	125	147	49	71	104	131	60	129	83	170	102	109	163
Net: Midlands/ North	125	77	48	69	57	125	-	17	25	46	59	32	59	34	86	40	52	73
	46%	51%	40%	48%	43%	100%	-	36%	35%	44%	45%	53%	46%	41%	50%	39%	48%	45%
Net: South	147	73	74	73	74	-	147	31	46	58	73	28	70	49	84	62	57	90
	54%	49%	60%	52%	57%	-	100%	64%	65%	56%	55%	47%	54%	59%	50%	61%	52%	55%