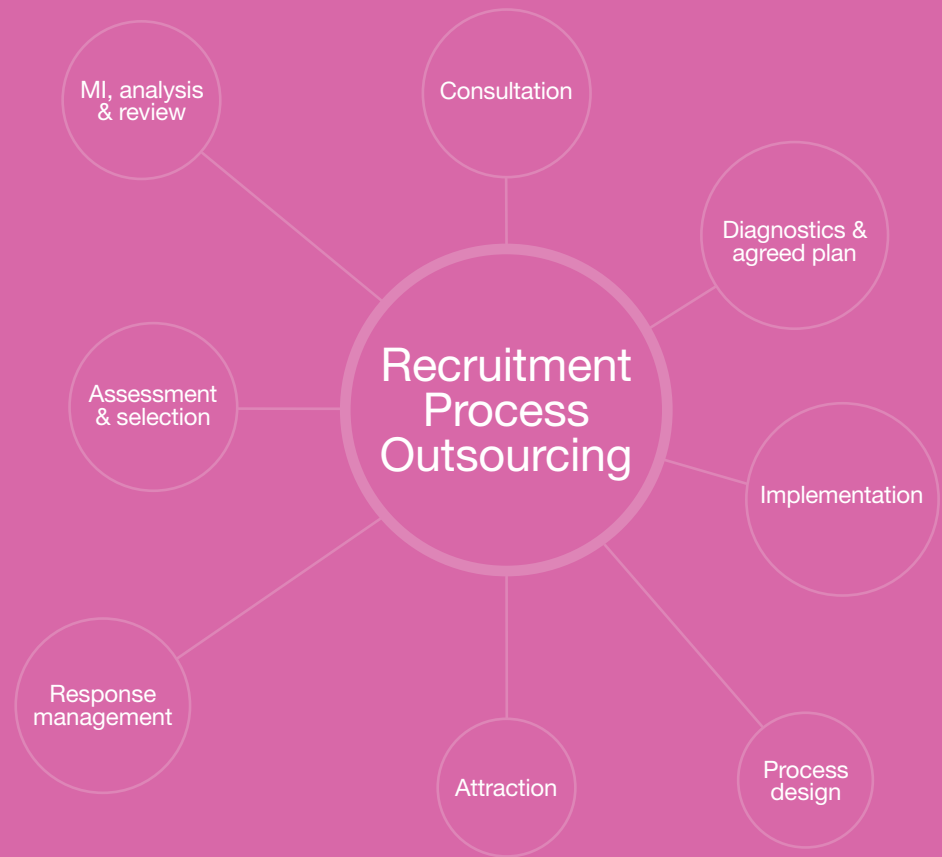


Recruitment Process Outsourcing

Our people. Your team.



Recruitment Process Outsourcing



Let's demystify it!



RPO is business specific. It's a decision to work with a specialist partner who can bring additional expertise to your recruitment function, whether that's on a project-by-project basis, a modular basis or indeed an end-to-end recruitment process solution.

RPO solutions by NRG are unique to each client.

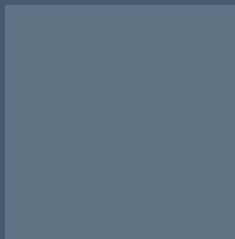
Processes are tailored to suit your strategic and operational drivers.

Most importantly they reflect your brand, values and culture.

You own the strategy; we deliver the outcomes, aligned to the performance measures we agree on. Of course, we'll add value along the way and operate on a knowledge transfer basis.

Why consider RPO?

- You need to focus on your core business
- You need to maximise profitability
- You have a business critical project to deliver
- Your current recruitment model is no longer effective
- Your business strategy has changed
- You would like to rationalise suppliers
- You would like to improve cost efficiency
- The quality of candidates is becoming a challenge
- You are not easily identified as an Employer of Choice



How do you find the right RPO partner?

- A proven, successful, track record
- Capability of their management and delivery teams
- Their capacity to deliver
- They are as passionate about the outcomes as you would be

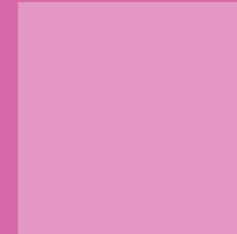
These are just some of the reasons NRG has been delivering successful recruitment solutions for more than three decades and is the partner of choice for businesses across the private and public sectors, whether in delivering managed services solutions, part process, temporary and permanent staffing or end-to-end outsourced process.

How do you get going?

Consultancy and diagnostics are the foundations of NRG's delivery. They are not additional costs, they are fundamental components of our capability to meet and exceed your service requirements.

Typically this means gaining an understanding of your strategic objectives and evaluating the existing processes. We need to get an understanding of what drives attrition, how the brand is perceived by your target market and, just as importantly, why you retain people in the organisation.

From there we can determine and agree with you a recruitment map.



Attracting candidates

Attracting candidates and stimulating their interest via all channels is a core skill.

Sometimes it's about designing and delivering highly creative visual advertising, perhaps because you have a key message to drive and align to your brand, perhaps because you are in a period of change.

Sometimes it's about general brand perception and improving routes to market, not least through web boards and direct channels.

Creating a window to your working world and culture via a dedicated web site not only provides the applicant with details of specific roles, how to apply and the process they should expect but gives them a much clearer idea of what type of business you are and how you operate. It also provides a route for speculative applications.

Often it's about community awareness and taking your opportunities directly to the local population in your travel to work radius, not least when diversity in the organisation is imbalanced.

In specific skill short areas or senior posts, it's about search and directly targeting potential candidates.

Always it's about us taking care of your brand and ensuring it is reflective of your business values and culture.

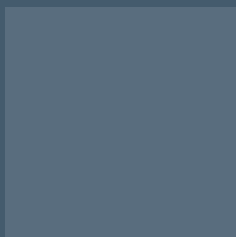


Response management

Response management and applicant management via our established 100 seat response management centre enables 24/7 vacancy management and response for applicants via all mediums - online application, postal response and telephone response handling - whether for campaign response or annualised manpower planning.

Our systems and technology ensure efficiency for candidates, and deliver robust management information created from the initial application stage.

Communication with the candidate is a combined approach of automated receipt and response coupled with human interface for any query resolution and clarification.



Selection & assessment

Selection and assessment of candidates is always specific to the requirements of the vacancy. Actual selection can take the shape of application sift against key skills or competencies and will typically involve skill or competency assessment whether in a group assessment or on a one-to-one basis.

NRG's skilled team of interviewers and assessors work across the UK meeting each client's specific objectives of robust, effective, engaging assessments which give rigour to the selection process and provide the candidate with an experience that has purpose and face validity to the role they're applying for.

Our teams are proficient and qualified to level A & B SHL testing, operate under a practice of equal opportunities selection and deliver a range of selection and assessment testing from bespoke assessment exercises and online tools to skilled interview support.

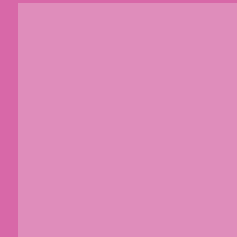
Typically the client will be presented with a final shortlist of applicants for interview but we're equally capable in managing the full process.

The candidate experience

The offer management stage of the selection process is critical. It's imperative that after going through thorough selection processes candidates feel very welcomed in their offer process, receive accurate information and that all communication is delivered in a timely manner. Candidates need to know exactly what to expect, not least the information they have to provide for reference checking. NRG has vast experience of successfully managing the offer management process, both in the verbal and the written communication stages. Just as importantly, we keep in touch with the candidate up to the date they start work and make sure the process is painless for them.

Reference and pre-employment checks are all part of the NRG RPO service. This process really is different for every client; whether it's baseline security checks, qualification verification, credit checking, CRB or Disclosure Scotland checking, five year vetting or simply two previous employer references, we'll build the processes and the audit trail to reflect your business requirements and agree the timelines for completion of files within the service level agreements.

Management information



Whether your RPO model requires modular or end-to-end process delivery, we'll provide comprehensive management information, work together on the analysis of the MI and agree how we can build in continuous improvement plans and actions.

At every stage of the process we'll ensure that applicants are treated professionally and courteously whether they're successful or not. It's imperative that they leave the process feeling respected and well cared for.

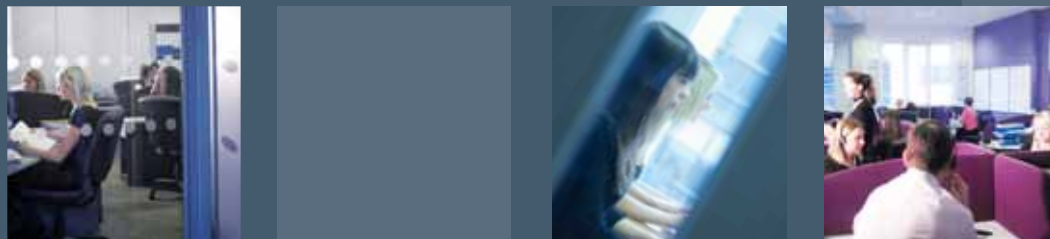
Call Centre Solutions

Delivering bespoke solutions to one of the fastest growth market sectors across the UK, Call Centre Solutions aligns its capabilities and expertise to the specific challenges of each client. Services range from specialist professional appointments to high volume agent level recruitment and retention.

We provide an RPO service, a managed services solution, a flexible resource model or a greenfield start up.

We are recognised industry-wide for our capacity and capability in business start ups, across public and private sector.

Our specialist teams will engage seamlessly with your business managers - typically on site - ensuring brand alignment.



TOTALNRG

Ensuring nationwide resourcing solutions where you are reliant on a contingent database solution, either for temporary or permanent staffing, can be simplified by engaging TOTALNRG the recruitment consortium - whether on an RPO model or a preferred supplier basis.

TOTALNRG was created by NRG to meet the increasing market demands for an alternative to the 'one size fits all' high street agency offering.

TOTALNRG guarantees you the very best local recruitment specialists working with you on a regional level. They have intimate knowledge of your business, the candidate market and the region-specific challenges, ensuring you get the service standards you need irrespective of how many sites you have. A central ordering system, dedicated database and administration support guarantee that you benefit from a nationally audited, fully robust procuring system, single invoice channel, quality and aftercare processes and simplified management information across all of your business areas.

How do you measure the success of RPO?

- Visibility of expenditure
- Reduced operating costs
- Improved productivity
- Shorter time to hire, and less business downtime
- Better experience for the hiring managers
- Better experience for candidates
- Improved calibre of candidates
- Improvement in the recruitment funnel ratios
- Better flexibility in the resourcing model to allow for contingency
- Overall reductions in cost per hire
- Improved diversity
- Enhanced market intelligence and technical expertise
- Improved brand awareness in the candidate market
- Improved retention

Increased diversity, reduced attrition

Since March 2004, NRG has been working in partnership with npower in providing full end-to-end recruitment and selection services in the recruitment of Customer Service Advisors and Customer Administration Advisors for their Customer Contact Centres and back office operations, covering six sites. NRG provides npower with a fully dedicated Account Team, supported by the Central Resource Unit. The Support Unit is managed by our Resource Manager and its role is to support the whole end-to-end process. This includes managing candidates from initial application, either by web or telephone, and continuing personal contact with candidates throughout the whole recruitment process, then working with npower, post placement, through to successful completion and sign off at the end of the twelve week induction period.

The Account Team structure enables flexibility with the resource to support any changes in business needs as and when required. The whole team is fully trained in npower's recruitment and selection process to ensure full compliance. Part of the team's training also includes site visits and Assessment Centre shadowing to broaden understanding of npower's business requirements.

By implementing a robust recruitment and selection process we have been able to achieve a 4:1 attraction to offer ratio and have contributed to an overall improvement in employee retention levels.



In our partnership to date we have fully supported npower initiatives including developing attraction strategies to recruit people from a wide range of backgrounds and experience. We have created and managed award winning attraction campaigns which ensure we lead the way within the candidate market, essential in delivering the recruitment needs of the business and ultimately supporting business objectives. We have placed in excess of 3,000 permanent Customer Advisors to npower's Customer Contact Centres and Administration Centres. We have demonstrated cost efficiencies by working in partnership to get the best return on investment from the attraction budget and saving npower approximately 26% this year alone.

Julie Jaglowski, Head of Customer Services at npower, says 'We have been delighted with our partnership with NRG over the years and they have played a key role in helping us undertake a major overhaul of our recruitment activity, leading to real business benefits'.

High volume, tight timescale

From 2002 to 2006 HM Revenue & Customs (HMRC) opened new Contact Centres throughout the UK and increased the staffing in existing centres by over 6,000 permanent customer service staff, as well as utilising over 5,000 part-time fixed-term staff to support the integration of new systems and processes. This extraordinary level of recruitment to extremely tight immovable opening and completion dates required partnering with an external recruitment process provider. NRG's lead in project management and drive to exceed service requirements resulted in single source supply of the full recruitment cycle from attraction through to offer management.

NRG's commercial knowledge and expertise in designing, creating and project managing high volume campaigns resulted in timely delivery of 100% of candidate requirements.

An unexpected challenge was faced following the opening of the first four centres at the end of 2002 and early 2003 when the new tax credit technical system was unable to meet public demand. NRG supported the full process and delivery of 2,500

administrators to fixed term appointments, working part-time, outside of business hours throughout HMRC sites nationwide. This was repeated again in 2003/4 to even tighter timescales.

2004 saw the opening of two new Contact Centre sites in a considerably reduced and challenging timescale set by Ministers. Location agreement, building refurbishment, technical installation and recruitment of 1,200 staff was successfully completed in just four months of intense activity. NRG's proven robust recruitment process, skills, knowledge and confidence to achieve, ensured that quality, delivery numbers and timescales were not compromised.



An indication of the scale of recruitment NRG processed includes:

- Over 100,000 telephone enquiries received
- Over 60,000 applications processed
- Over 40,000 telephone interviews carried out
- Over 25,000 assessments and interviews carried out
- Over 25,000 references requested and followed up
- Over 9,000 permanent or fixed term appointments made UK-wide
- 68% of applications made and returned electronically

Working in partnership with NRG has given HMRC the confidence that effective solutions and resources can be implemented and achieved whatever the nature and scale of their recruitment needs. The proven processes and e-enabled recruitment have been successfully adopted into their internal recruitment processes.



A complete recruitment solution

Over the last 12 months NRG has developed a range of recruitment services for Cummins Engines, improving and expanding the already successful consultancy based permanent recruitment service, and using the same processes to ensure that the flexible temporary workforce, of which 200 workers have been recruited, mirror the skills and calibre of the permanent workforce. A complete recruitment solution for temporary and permanent positions, as well as independent assessment of internal and external applicants, is now in place.

NRG has created and delivered numerous tailored recruitment services designed to match the requirements of this leading engine manufacturer. These campaigns have resulted in the placement of over 300 permanent production operators and material handlers, through an assessment process which

includes advertising campaign management, and a selection process which involves a competency based interview, written tests, manual dexterity tests, medical assessment, and referencing. The same process has been followed for the recruitment of a temporary workforce which was further supported by NRG with an onsite account management team. As testament to the success of this process, and to the calibre of the temporary workers, Cummins have transferred all workers to employed status.



Furthermore, as Cummins recruitment partner NRG has successfully delivered assessment centres designed around key competencies outlined by Cummins and involving ability testing, team work events, role-plays, written assessments, practical exercises and presentations, final stage competency based interviews and candidate development feedback, for both internal and external applicants. Due to the success of this process NRG has replicated the multi-stage assessment centre approach for the recruitment of Maintenance Team Leaders, Team Leaders and Technicians, assessing both internal and external applicants.

Graduate recruitment programme

Scottish Water approached NRG with the challenge of recruiting graduates to a structured programme intended to grow the next generation of Asset Managers and provide sustainability in leadership professionals for the organisation.

Following thorough investigation of Scottish Water's requirements NRG designed and created an attraction strategy and recruitment process that essentially:

- Gained management buy-in to implementing a structured recruitment plan and commitment to an assessment centre selection process
- Gained management commitment to a two year structured training and development programme
- Gained the attention of quality graduates who chose Scottish Water as their first preference of employer, graduate scheme and career path
- Evidenced reduced risk and cost of selecting the wrong people
- Produced an outcome that exceeded expectation of numbers and quality



The recruitment cycle was managed by NRG staff with the involvement and support of Scottish Water managers during the assessment centre and interview process. NRG delivered:

- A creative media and web advertising campaign which reached new and recent relevant graduates who had a strong desire to be successfully appointed to the right graduate programme for their career aspirations and plans
- Thorough application first stage sift process evidencing minimum criteria, key competencies and technical ability
- Verification of first stage sifted candidates through a structured telephone interview
- An Assessment Centre, projecting a highly professional image of Scottish Water as an employer and enabling candidates to demonstrate a range of abilities and competency in leadership skills

At the final selection and review meeting all stakeholders indicated a high level of satisfaction in the recruitment process, the effectiveness of the Assessment Centre process and the relaxed style. After a successful first quarter of the graduates in post a decision was made to continue the scheme on an annual basis across all Scottish Water functions.

Blair Mitchell, Head of Delivery (Current Investment Period), says 'NRG Group facilitated a graduate recruitment drive and assessment centre that resulted in a strong group of high calibre appointments to a structured two year Asset Management leadership programme. The service delivery and outcome exceeded our expectations and Scottish Water is confident that we now have in place the next generation of Asset Managers to meet our planned capital investment programme.'

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