

RCSA Service Delivery Standard - Application for Certification Assessment

Australian and New Zealand recruitment industries have been one of the most rapidly growing in the past 20-30 years. Recent years in particular have seen extraordinary growth, with an increase in the number of industry participants of nearly 30% and growth in the number of placements by nearly 40%.

Yet along with the growth have come stronger competition, increased margins pressure and higher customer demands. Actually sustaining profit levels and retaining customers is harder than ever. In addition, the current candidate shortage is making life even more difficult.

Recruitment companies that are successful under these pressures will be those which have close ties to their customers and which can demonstrate excellence in customer service delivery.

The RCSA Service Delivery Standard has been developed to assist recruitment companies to do exactly that. It sets a benchmark for delivering excellent service to clients and candidates, and for managing internal systems effectively. Importantly, it provides clear recognition in the marketplace of the excellence of service and high professionalism of certified companies.

This Application Pack contains...

The information in this pack describes the contents of the Standard, how it will benefit your firm, and how to apply for certification.

Copies of the Standard and further information can be obtained through the RCSA website under Service Delivery Standards, or by contacting Fathom Business Architects on (03) 9667 2495.



RCSA
Service Delivery
Standard

Features of this Standard

- Written specifically for the Australian and New Zealand recruitment industries
- Clear and simple to understand
- Applies equally well to large and small companies
- Refers to areas particular to recruitment such as candidate management and employment law
- Consistent with and supported by other RCSA training and codes
- Cost effective
- Based on international management standards
- Fully approved and supported by the RCSA
- Available only to RCSA Members

Certified RCSA Members

Many RCSA Members have become certified in the Standard since its launch in March 2005.

To find out the latest in those certified or to see more information on the RCSA Standard, go to www.rcsa.com.au and click on Service Delivery Standards.

Contact Us

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Information about the Standard

Benefits

The RCSA Service Delivery Standard sets a benchmark for the highest quality service and operational efficiency in the recruitment industry. Firms which display the certification symbol can demonstrate to their clients, candidates and staff that they are leaders in their industry.

Certification in the RCSA Standard will communicate to the market that your business:

- Consistently **exceeds** customer expectations through **excellence** in customer service.
- Is **recognized** by your peers, competitors, candidates and customers for your commitment to excellence.
- Clearly **differentiates** itself from non-certified competitors.
- **Delivers** professional services – ensures your on-hire, recruitment, contracting and consulting services are reliable and efficient.
- **Motivates** and encourages your staff to deliver excellence in customer service every time.
- **Establishes** an environment of continual improvement in service and operations.

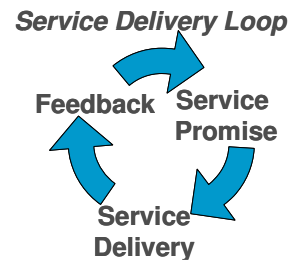
A significant feature of the Standard is that it allows you to **maintain your competitive advantage**. The Standard does not attempt to tell you how to run your business; it does not set standard operational procedures that require all certified businesses to run exactly the same way. Instead it ensures your management systems are designed to support your **Service Promise** and emphasis your advantage. This is achieved by focussing on service outcomes and asking: does the experience of client and candidate match the expectations you set for them; are the competencies and operations of the firm consistent with the **Service Promise**?

Most importantly, research indicates that employers clearly recognise the need for such benchmarks, are supportive of industry standards, and anticipate that certification will become a **consideration in tender evaluations**.

Content of the Standard

The Service Delivery Standard (**RCSA SDS:2007**) is built on internationally recognised standards. It has been specifically developed to suit the requirements of the recruitment industry.

As RCSA SDS:2007 is derived from ISO 9001 there are many similarities, but a significant difference is that it highlights efficient and effective customer service delivery as a key driver of business success. Underpinning the Standard are the principles and values outlined in the **RCSA Code for Professional Practice**.



RCSA SDS:2007 is based on the simple but powerful concept of the Service Delivery Loop. This Loop is based around three key elements:

1. Service Promise

All businesses should be clear on the nature of the services it offers to the market and the benefits to the target market. The Standard measures your ability to deliver your promise; it does not attempt to define your service, leaving it up to the business and the client to determine their needs.

2. Service Delivery

Internal systems, competencies and capabilities (Service Delivery System) must support the consistent delivery of your Promise. The way the business operates must be consistent with, and deliver to, the Promise made.

3. Feedback

Finally, feedback must be regularly received from your customers to ensure their expectations are being met – **that the Promise is delivered**. Collecting feedback also ensures that the business monitors trends and developments in the industry and remains aware of what competitors are doing.

Certification

To apply for certification in the RCSA SDS:2007 contact Fathom Business Architects. Fathom will discuss the requirements of the Standard, and arrange a suitable time to conduct the assessment.

The assessment will be conducted in three parts:

- 1 Document Review
- 2 Onsite Visit
- 3 RCSA Standards Council Review

On commencement of the assessment we will establish a secured website to upload all relevant documents, including marketing materials, policies and procedure documents and templates, management reports etc. Fathom will review these documents prior to coming to your office for the on-site component of the assessment.

During the onsite assessment we will interview you and your staff to assess the degree of consistency and reliability in your recruitment processes and management practices. Depending on the size and complexity of your business this may take one and up to three days. Using interviews, observation and a review of customer feedback, we will assess how well your business delivers against your service promise.

On completion of the assessment Fathom will draft a report setting out findings, any non-compliance issues and also any suggestions for improvements. All findings are rated on a scale of 0 to 10 and you must achieve an average of 5 in each of the core management areas to be recommended for certification. Your ratings are also compared with those of certified companies to allow you to benchmark your performance against like organisations.

If the report recommends certification then it is submitted to the RCSA Standards Council for consideration. They will consider the report along with other matters in determining final approval for certification.

Once approved for certification you will receive logos, a certificate and other documents you can use for marketing purposes. The RCSA will record your certification in their Member records, and present your certificate at a public function.

The certification period is 3 years, during which you will be required to undertake regular surveillance audits to ensure your ongoing commitment to and maintenance of your service delivery system certification.

Fees

Prices for the assessment will vary according to the number of employees, number of sites, and the degree of management centralisation across sites. If you are already quality certified we can discuss how to combine both certifications for only a small increase in audit effort and cost.

An indication of prices for certification in the RCSA SD Standard only is provided in the table below.

	Assessment	Surveillance Audit
Less than 5 staff	\$2,600	\$1,800
5-15 staff	\$3,300	\$2,200
16-30 staff	\$3,900	\$2,700
31-60 staff	\$4,500	\$3,100
More than 60 staff	On application	On application

Prices may vary where there is more than one office. Travel expenses are additional. Prices quoted do not include GST.

Fathom also offers a number of services to help you prepare for certification, including pre-assessment support and training.

We can also assist you with performance improvement, business metrics and other services through our consulting services arm.

Fathom Business Architects

Fathom Business Architects is a management consulting group based in Melbourne and operating around Australia and New Zealand. Since 2001 we have been providing advice and support to service businesses across the banking, recruitment and professional service industries. We work with growing service businesses to design better systems for managing service delivery.

Early in 2004 the RCSA engaged Fathom to develop a standard which recognised the requirements of candidates and clients as well as the recruitment providers themselves. In March 2005 the RCSA Service Delivery Standard was launched. It now sets the benchmark for excellence in service delivery in the Australian and New Zealand recruitment industries. Fathom continues to manage and implement the Standard on behalf of the RCSA.

Testimonials

“Boosting our customer care and listening to feedback has been our main focus since Staff & Exec opened its doors 17 years ago.

Thanks to our clients’ ongoing input we are proud of our achievement of being announced as the first company in Australia to achieve certification under the Recruitment and Consulting Services Association’s (RCSA) Service Delivery Standard. This is a fantastic achievement particularly when customer care is one of the biggest deciding factors for both clients and candidates when choosing a recruitment agency.

The process was very thorough and to gain accreditation across all five offices under such examination is a fantastic achievement for Staff & Exec and cements our desire to provide the same high level, quality service across all of our brandings and locations”.

- Sue Healey, Staff & Executive Resources

“Manpower was very pleased to participate in the pilot study for Quality certification under the auspices of the RCSA, as part of our commitment to improving our own operations and also setting an example within the recruitment industry.

We were particularly pleased with the audit conducted by Fathom Consulting. Their approach included advice on how we could improve aspects of our branch operations, which is a valuable adjunct to the audit process.”

- Sheryle Moon, Manpower

“Having an external neutral party benchmark us against industry norms proved to be valuable, particularly for a successful Christchurch based local recruitment business with no formal international connections.

The process alerted us to areas where improvement was required e.g. internal documentation in regard to customer delivery service standards. So often these important aspects of business are not given their due priority.

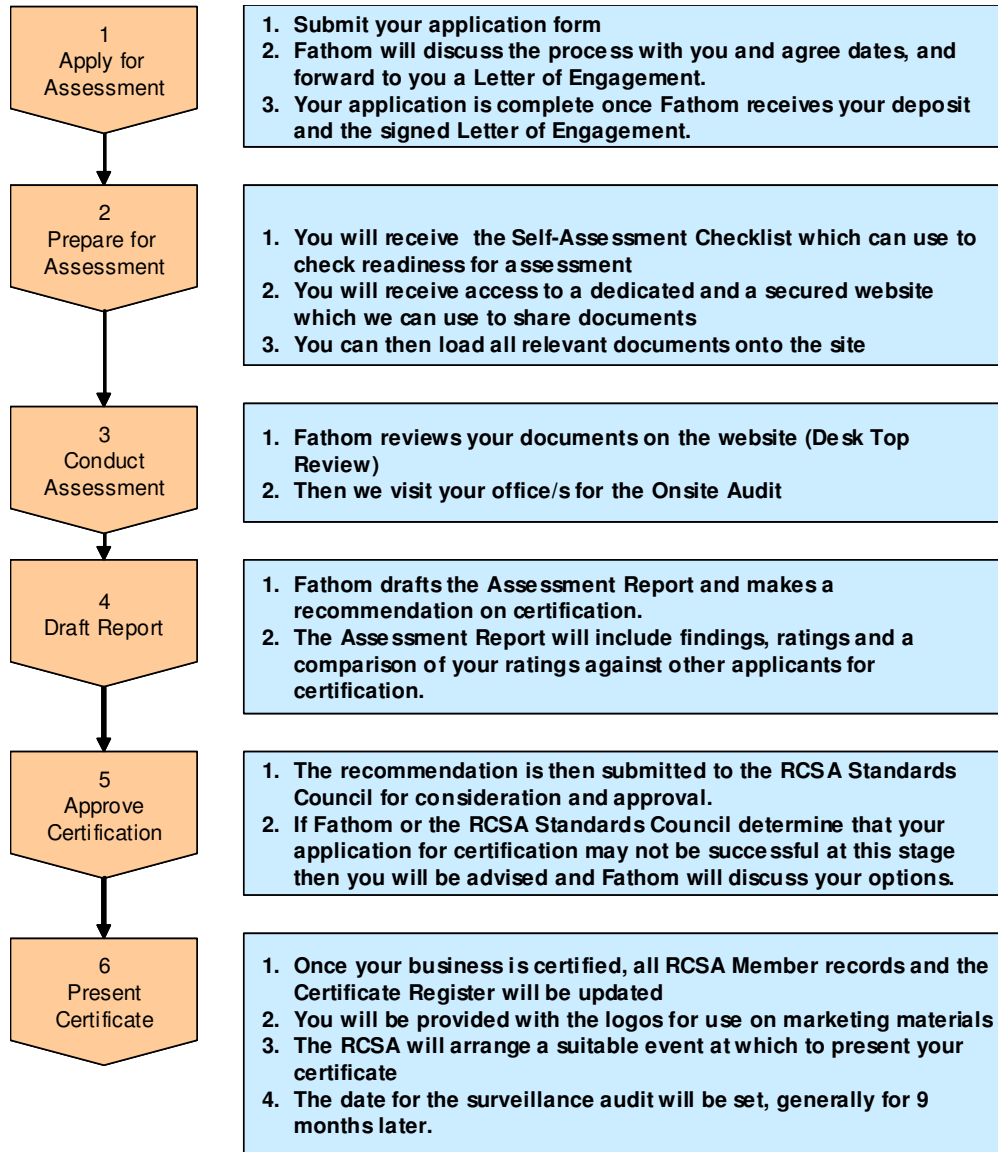
The accreditation is a very robust in-depth analysis of all business practices and all parts of the recruitment process. The team felt already that they were part of a winning team but for them this really was confirmation that we really are committed to being leading edge! As a business we are committed to maintaining this accreditation on an ongoing basis for the benefit of our team and our clients and candidates.

The RCSA are to be congratulated on delivering this long-awaited service to its members”.

- Felicity Ryan, Ryan Recruitment

Assessment Process

The process for assessment for certification in the RCSA Service Delivery Standard involves six straightforward steps:



Document Review:

The following list is an example of the type of documentation which would be required in the assessment. You may use other terms in your business.

In very small business we understand that it is not economic to draft and maintain large quantities of process documentation, but that shared understanding of procedures and standards of service can be effectively achieved through regular staff discussions. We can discuss this before commencing the assessment.

<p>1 Service Promise</p> <ul style="list-style-type: none"> <input type="checkbox"/> Mission or vision statements, service delivery policy <input type="checkbox"/> Sales brochures and marketing materials <input type="checkbox"/> Service agreements <p>2 Management System</p> <ul style="list-style-type: none"> <input type="checkbox"/> Organisation chart <input type="checkbox"/> Policy and procedure manual <input type="checkbox"/> Business Plan <p>3 Service Design</p> <ul style="list-style-type: none"> <input type="checkbox"/> Service descriptions <input type="checkbox"/> Service review and development documents <p>4 Service Delivery Management</p> <ul style="list-style-type: none"> <input type="checkbox"/> Recruitment (operational) processes <input type="checkbox"/> Risk Management <input type="checkbox"/> Complaint Management <input type="checkbox"/> Supplier Management 	<p>5 Staff Management</p> <ul style="list-style-type: none"> <input type="checkbox"/> Staff competencies/qualifications <input type="checkbox"/> Induction and training program <input type="checkbox"/> Job descriptions <p>6 Candidate and Client Management</p> <ul style="list-style-type: none"> <input type="checkbox"/> Client and candidate information packs <input type="checkbox"/> Candidate management <input type="checkbox"/> Client and account management <p>7 Infrastructure Management</p> <ul style="list-style-type: none"> <input type="checkbox"/> Data management procedures <input type="checkbox"/> IT system security procedures <p>8 Feedback and Monitoring</p> <ul style="list-style-type: none"> <input type="checkbox"/> Performance monitoring of business and staff <input type="checkbox"/> Review of service delivery system performance <input type="checkbox"/> Customer surveys and other feedback <input type="checkbox"/> Compliance management
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Onsite Audit:

At the onsite audit we will interview managers, recruitment consultants and other staff to assess the degree of consistency and reliability in your recruitment processes and management practices. We will also observe how you conduct recruitment, and review customer feedback.

Prior to the assessment we will discuss with you who in your business we would like to interview and what functions to observe.

Application Form

Please complete this application form to apply for certification in the RCSA or the Quality standards. The information on this application will form the basis of the scope for your certification. If you would like to discuss any aspect of this please contact us.

Company Details:

Registered Company Name: _____

Trading Name (if different): _____

Registered Business Address: _____

Website: _____

Primary Contact Person Name: _____

Title/Role: _____

Telephone: _____

Email: _____

Services Required:

Please tick one or more:

Certification Assessment in the RCSA Service Delivery Standard (RCSA SDS:2007)

Certification Assessment in the Quality management Standard (ISO 9001:2000)

Pre-Audit Support

Other _____

About Your Company:

What is your RCSA Corporate Membership Number? _____

What services does your business offer to the market?

Recruitment Services

On-Hired Employment Services

Employment Consulting Services

Contracting Services

Other – please specify _____

How many staff across all offices?

- Less than 5 staff
- 5 - 15 staff
- 16 - 30 staff
- 31 - 60 staff
- More than 60 staff

If you have more than one office, indicate the cities in which they are located and the number of staff in each:

Please indicate your main industry specialisation:

Please list any brand names under which the business operates:

About Your Certification:

What would you like to achieve by becoming certified in the RCSA Service Delivery Standard?

- Improve business systems
- Improve business performance
- Certification for tender applications
- Raise standard of performance for the business
- Improve customer service
- Recognition for service excellence
- External validation of business processes
- Improve industry's standing through self-regulation
- Other _____

