



2023 RPO Trends: A Buyer's Guide

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Executive Summary

In today's environment, a significant number of conversations revolve around inflation, the economy, and the overall labor economics landscape. Since the publication of our 2022 RPO Trends report, we have seen some key markers adjust across the economy:

- **Inflation has risen in fits and starts**
- **A potential recession hovers in a cloud of uncertainty**
- **Unemployment hangs at a historically low rate under four percent**
- **And the number of employers looking to hire has settled somewhat from the frenzied pace of 2021 and early 2022 (job openings peaked at 12 million in March 2022 and were about 25 percent lower in a recent BLS report¹)**

Each of these items has led to a softening of the overall RPO market as employer demand for recruitment outsourcing has slowed in step with the overall reduction in hiring activity. This has driven RPO firms to consider other partnership options with employers that were less attractive in recent times, adjust pricing to be more conservative, and opening up to projects and pilots that weren't possible in more competitive times.

As a current or potential buyer of RPO services, this report is a guide designed to leverage research from 519 different organizations across the following areas:

- **How they work with RPO partners and structure the relationships**
- **What services employers prefer from their RPO partners**
- **What value employers find in RPO relationships and how they measure it.**

1. <https://www.bls.gov/charts/job-openings-and-labor-turnover/opening-hire-seps-level.htm>

For clarity, the employers represented by the study spanned all industries, had headcounts as small as 100 and as large as 10,000-plus, and included a number of firms with operations across multiple countries.

The research not only highlights what is happening right now, but it also provides some insight into how things have shifted over the last year, offering a helpful perspective for talent leaders who want to develop a modern, comprehensive talent strategy that incorporates the value RPO firms deliver.

Employers that are currently working with an RPO partner can use this as a guide to consider how their arrangement compares with those of other firms. Employers considering the usage of an RPO will find helpful data points to build a business case, ideas for how to get the most from an RPO partner, and insights for ways to structure the relationship to minimize risk and increase satisfaction. The data from the 1,000+ firms we have surveyed for this research over the last two years serves as the foundation for a new RPO Buyer Maturity Model.




RPO Buyer Maturity

Today's RPO buyers fall into a variety of categories from new to experienced.

- **Some are considering their first partnership; others have already started down that path.**
- **Some are hoping for a better volume of candidates for key roles, and others are prioritizing business-impacting hiring strategies.**
- **Some are highly satisfied with their partnerships and hope to optimize them while other firms haven't yet had adequate time for their partnership to mature.**

Wherever your organization falls on the spectrum, it's possible to level up and increase maturity over time by focusing on the right outcomes and markers that set mature organizations apart from the rest.

Figure 1: RPO Buyer Maturity Model

Maturity Level	Strategy	Priorities	Impact
 Emerging	Short-term, primarily reactive in nature	<ul style="list-style-type: none"> • Candidate volume • Time to hire 	Little to none
 Optimizing	Medium-term, reactive overall but with some proactive planning around critical positions	<ul style="list-style-type: none"> • Candidate volume • Time to hire 	Increased performance and retention due to higher quality hires
 Leading	Long-term, primarily proactive, critical positions and skill sets identified with repeatable processes for acquiring both internal and external talent	<ul style="list-style-type: none"> • Market competitiveness • Employer brand • Innovation 	<ul style="list-style-type: none"> • Overall alignment with business strategy • Ability to scale hiring up and down with little warning • Increased performance and retention due to higher quality hires

Source: Lighthouse Research & Advisory



As employers become more mature, they look from transactional outcomes to more strategic ones. They also begin to have longer-term horizons for planning and more nuanced understanding of their business-critical skillsets.

To expand on one critical point here, Lance Sapera, an experienced RPO buyer and talent acquisition executive at firms like Symantec, Talend, and other high-growth organizations, put it this way: “This [model] reflects the flexibility that many leaders have not considered with RPO.” Working with an RPO allows employers to rapidly increase their hiring capacity without the need to expand their existing headcount.

In our 2023 Talent Acquisition Trends study of more than 1,000 employers, we found less than 20 percent of employers believed that they could quickly scale up their talent acquisition team headcount if they had a reduction in force. Fully eight in 10 employers said that ramp-up time would need to be longer than a month. However, those employers working with an RPO wouldn't need six weeks to get back up to



speed—they could do it nearly instantly. While it’s just one of many value points, it’s one that employers may underestimate until they have need of it.

Regardless of where your organization may be positioned today, this model provides a helpful roadmap for the milestones that exist as buyers move up the maturity curve and become more capable, competent, and confident users of RPO services over time.

Ultimately, while the larger economic factors are slowing hiring at this moment, we have had a front row seat to the critical role the RPO provider community has played in helping employers through some of the toughest hiring challenges of the last decade. Anyone responsible for hiring in recent years knows just how tumultuous it has been, but employers partnered with RPO providers have been able to weather that storm more readily than others. Because of that demonstrated excellence and overall innovative approach to the market, we expect to see continued growth and success both within the RPO provider community as well as for those employers who utilize their RPO partnerships to the fullest extent.

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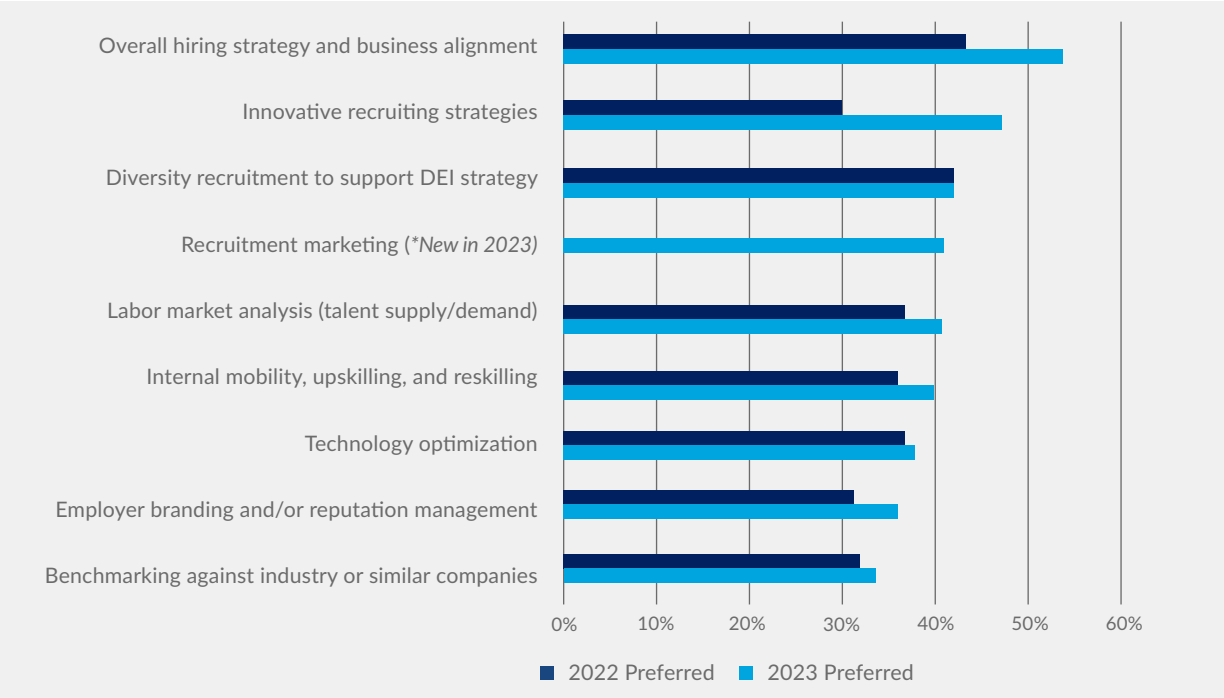
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What other RPO buyers are looking for this year

There's a concept in social psychology called "social proof." It essentially means that as humans, we are drawn to any sort of information that tells us what others are doing, because it helps to inform our own decisions about how to proceed.

In that respect, the research offers a powerful, comprehensive look at what other talent leaders are looking for in an RPO relationship. For example, the graph below shows how RPO buyer service preferences have changed in the past year.

Figure 2: RPO Buyer Service Preferences Year Over Year



2023 Lighthouse Research & Advisory Interview and Screening Practices Study (n=519)



While this graph shows the relative change year over year, we also see in the research that the demand for some of these services outpaces supply. The number of service areas where employers expect more support than they currently receive has increased and encompasses the following six components:

- 1. Overall hiring strategy and business alignment**
- 2. Innovative recruiting strategies**
- 3. DEI recruitment**
- 4. Recruitment marketing**
- 5. Labor market analysis**
- 6. Internal mobility**

With a softer market and many employers having to reduce their own headcount in HR and talent acquisition, they are looking for their RPO partners to fill in the gaps and support critical talent activities.

However, when we look at the data, we see an increase in the number of companies looking to their RPO partners for strategy and innovation support overall. In order to understand some buyer preferences more fully, we asked follow up questions to the talent leaders who told us they preferred certain services from their RPO providers. We'll dive into those three areas as examples for how your organization might derive additional value from your own RPO partner.

Hiring Strategy and Business Alignment

In 2022, one of the key insights uncovered in the research was that partnership tenure affects the strategic nature of the relationship. In other words, short-term relationships were more focused on the tactical candidate volume or quality. Longer-term relationships were more likely to emphasize innovation, overall hiring strategy, and alignment with business initiatives.

With that in mind, these are the top four ways talent leaders want RPO partners to support overall hiring strategy and business alignment (ranked):

- 1. Offering additional support in key talent areas that matter to company leadership (61 percent)**
- 2. Sharing competitive insights on relevant industry trends (60 percent)**
- 3. Providing market updates on talent availability (58 percent)**
- 4. Helping connect hiring activities to core business metrics and KPIs (33 percent)**

With support in these areas, talent leaders can easily demonstrate the value and ROI of their RPO relationship.

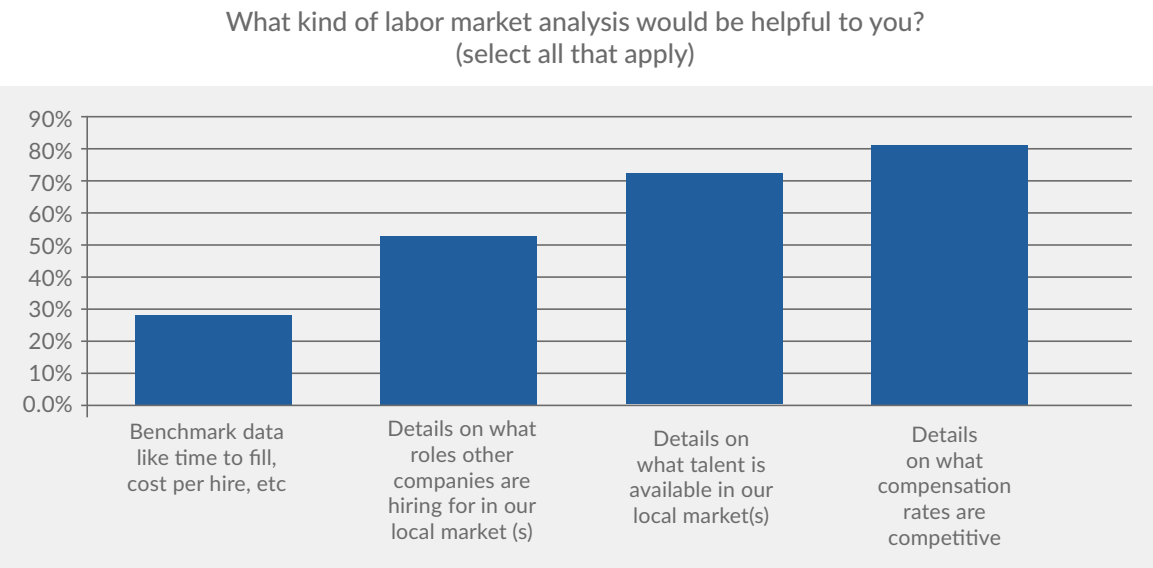
Labor Market Insights

In the last few years, more talent leaders than ever before have gained a degree of expertise in talking about the labor market, talent availability, and skills shortages. This was a core focus of our previous report *Reset: 5 Approaches for Better RPO Relationships*.² While some employers may gather this data themselves or use a technology partner, many of them gain access to labor market intelligence through their RPO partnerships.

When prompted, these are the ways employers say they would utilize labor market insights for their own talent and operational needs.

2. <https://resources.rpoassociation.org/5-approaches-for-better-rpo-relationships-in-todayschallenging-market>

Figure 3: Ways Employers Want to Use Labor Market Insights



Source: 2023 Lighthouse Research & Advisory RPO Trends Study (n=519)



It's worth noting that how often employers receive data and insights from their RPO partner has a direct correlation with their overall satisfaction. We see that 86 percent of companies that receive weekly insights and reporting from their RPO provider are very satisfied with the relationship, but just 62 percent are very satisfied if they receive hiring data quarterly or less frequently.



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Competitive Intelligence

The last area we explored more deeply with buyers was competitive intelligence. For those employers who were interested in receiving support for industry trends, competitive benchmarks, and similar insights, **there was very high interest in a competitive intelligence snapshot that highlights similar organizations in the same industry and how their hiring metrics compare.**

Again, social proof plays a role here. Employers want to know if the challenges they face are common, and if someone else has made headway on those issues, talent leaders want to know about it.

These are just three of the many areas where employers can receive services and support from their RPO partners, but they help to illustrate the opportunities that exist to sharpen hiring practices, take a more strategic approach, and push for additional value through the various activities in the talent supply chain.

Even in an uncertain market, the elements of value that RPO partners bring to the table can help employers to stand out from the crowd, deliver a better candidate experience, and demonstrate higher value to the business through effective talent acquisition practices.

Understanding RPO Offerings and Pricing Options

There's a well-known psychology experiment where researchers placed a display of items where shoppers could browse the options. The big takeaway from the study was that an overwhelming number of options can turn off buyers, but a smaller and more manageable set of offerings was more likely to drive a purchase.

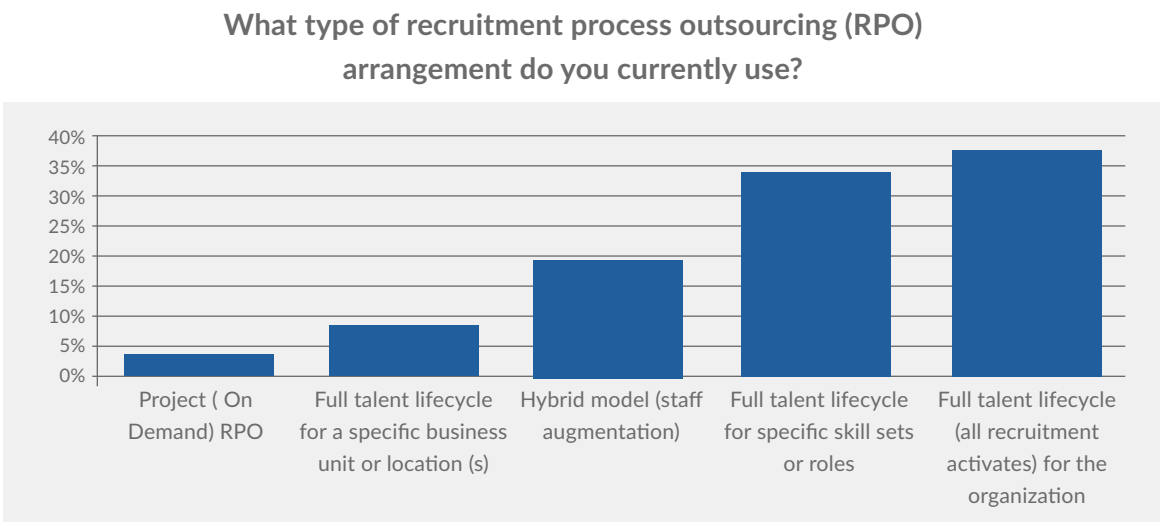
Buying an item in a grocery store is a different experience than setting up a service contract, but the same principle remains: RPO buyers want a narrowly defined, clear, and understandable set of options to pick from when it comes to external talent acquisition partnerships.

Those options:

- **Enterprise or Full Talent Lifecycle:** this option encapsulates all recruitment activities for the organization for all skillsets, all business units, and all locations. While more complicated, it also allows for the benefit of scale and full optimization of technology/automation and RPO provider subject matter expertise.
- **Hybrid Model:** also called staff augmentation or select process, this option allows RPO providers to deliver pieces and parts of the overall talent acquisition process like sourcing or screening or specific jobs, business unities, or location without taking over the entirety of the hiring process.
- **Project or On Demand RPO:** sometimes used as a limited scope test or pilot of an RPO solution, project RPO gives employers the ability to define a narrow scope for the RPO provider to target. For instance, the project could support a temporary hiring requirement to staff up a new line of business.

In the study, we asked talent executives what types of partnerships they currently maintain, as outlined in the graph below.

Figure 4: Types of RPO Arrangements in Place



Source: 2023 Lighthouse Research & Advisory RPO Trends Study (n=519)

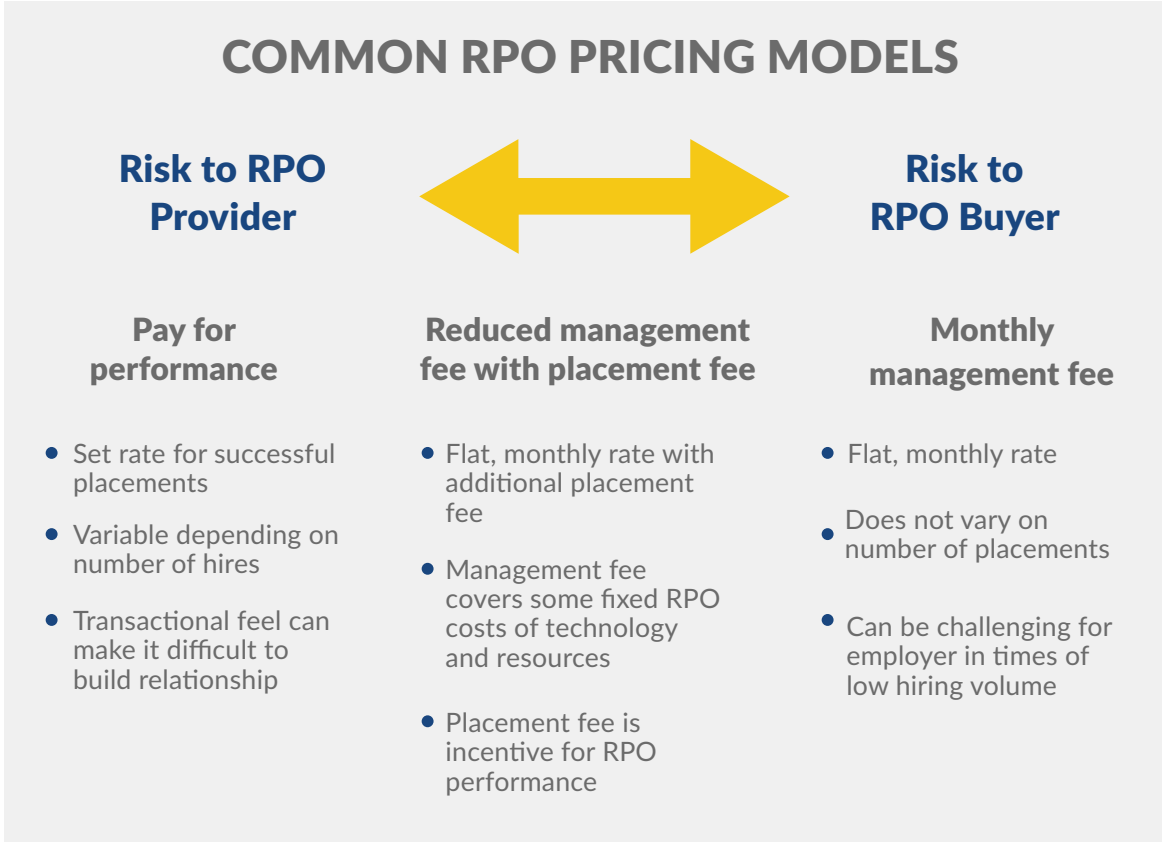


The most common type in place today is full lifecycle, where the employer essentially goes all in on the RPO relationship. This may seem like the most risk to the employer, but it also allows the RPO provider to really play to its strengths across automation and technology, recruiting best practices, and an understanding of the entire company's talent ecosystem. The research shows that employers who use full lifecycle RPO across the entire organization have 88 percent satisfaction ratings (compared to an average of 70 percent for those using all other types of RPO relationships).

The second most common is an RPO partnership that targets specific skill sets or roles. This allows the employer to hire for some types of positions and the RPO partner to bring in others that may be more specialized or hard to fill.

For a first-time buyer, this line of thinking may lead to a natural question: how does pricing work? It helps to think about the options on a spectrum of risk and budget.

Figure 5: RPO Pricing Models



Source: Lighthouse Research & Advisory



According to Kim Davis, RPO expert and Managing Partner of KRD Resources, pay for performance is a very common RPO arrangement today, and it puts pressure on the RPO providers to successfully close requisitions on a timely basis. In addition to these three options, there are other varying degrees of nuance in pricing that exist, like splitting the performance-based pay into an open and close fee (a 50/50 split is typical) so that RPO providers get a portion of their fee up front and the rest when they fill the position.

There are a variety of factors that influence the pricing structure decision for an RPO buyer. The types of roles and skills the company is looking for may sway them in one direction or another, but on a broader scale, the economy and labor availability can influence what risk RPO providers are willing to accept and what outcomes RPO buyers expect.

Speaking of expectations, one question we asked in the study this year was how employers expected their services to be packaged. For instance, would RPO buyers expect for employer branding support, overall hiring strategy inputs, or DEI recruiting strategies to be included in base pricing or for an additional fee? We found that the response to that was fairly evenly split: about 40 percent of employers expected those types of services to be at an added cost, and 44 percent of companies expected them to be included in the base price.

Perhaps unsurprisingly, those talent executives that were more dissatisfied with their RPO relationships were about 50 percent more likely to expect those additional offerings/ services to be included in the base price.

In other words, it's important to clearly spell out exactly what deliverables are expected from an RPO relationship. As a buyer, you can't assume that the providers you are speaking with all support recruitment marketing efforts and DEI recruitment, for example. You need to determine if they offer those services and whether they are available within the standard services arrangement or if they can be added for an additional fee. **As with most things in life, putting additional effort into setting clear expectations up front will lead to fewer misunderstandings down the line.**

Whether working with an RPO provider for the first time or the tenth time, these overall insights on types of support models and pricing arrangements can help to provide additional ideas and options for how to structure the most productive relationship.



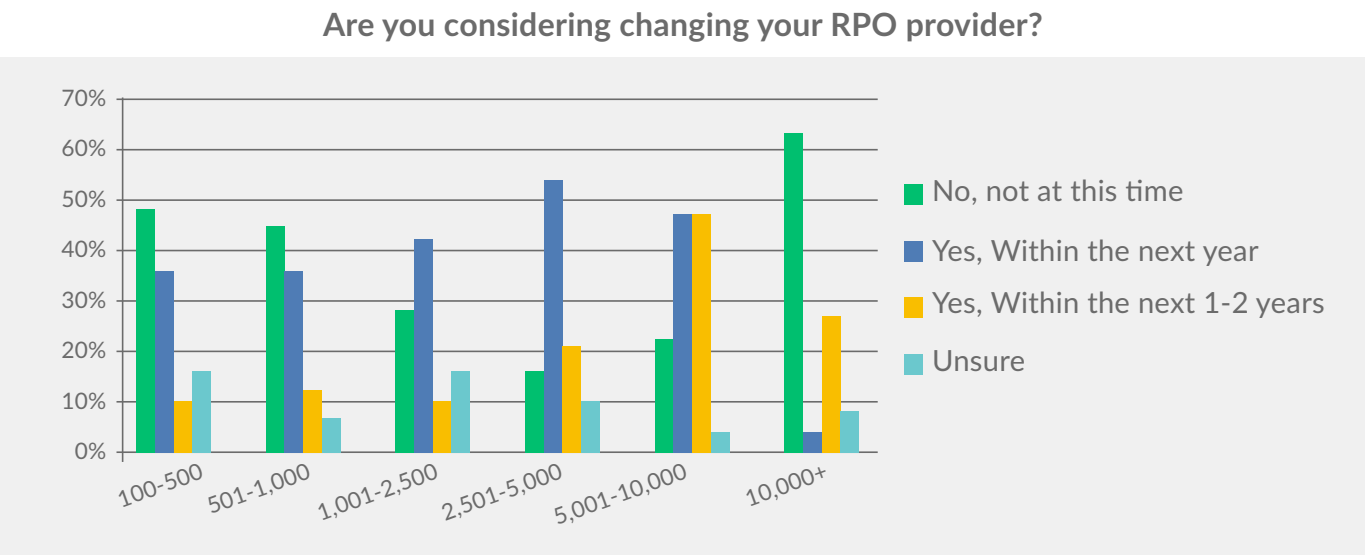
Firms with an RPO partner were 2x more likely to increase revenue last year than those without an RPO partner.

Reasons Employers are Changing RPO Providers

The reasons employers change service providers can vary from seemingly simple reasons to a lack of alignment to more specific issues with service delivery. In the research, we saw the reasons for employers planning to change providers become more streamlined and focused, and priorities shifted pretty significantly since last year's measurement.

In 2023, RPO buyers are slightly more likely to be considering a change in providers within the next 12 to 24 months than they were in 2022.

Figure 6: Employers Changing RPO Providers by Company Size



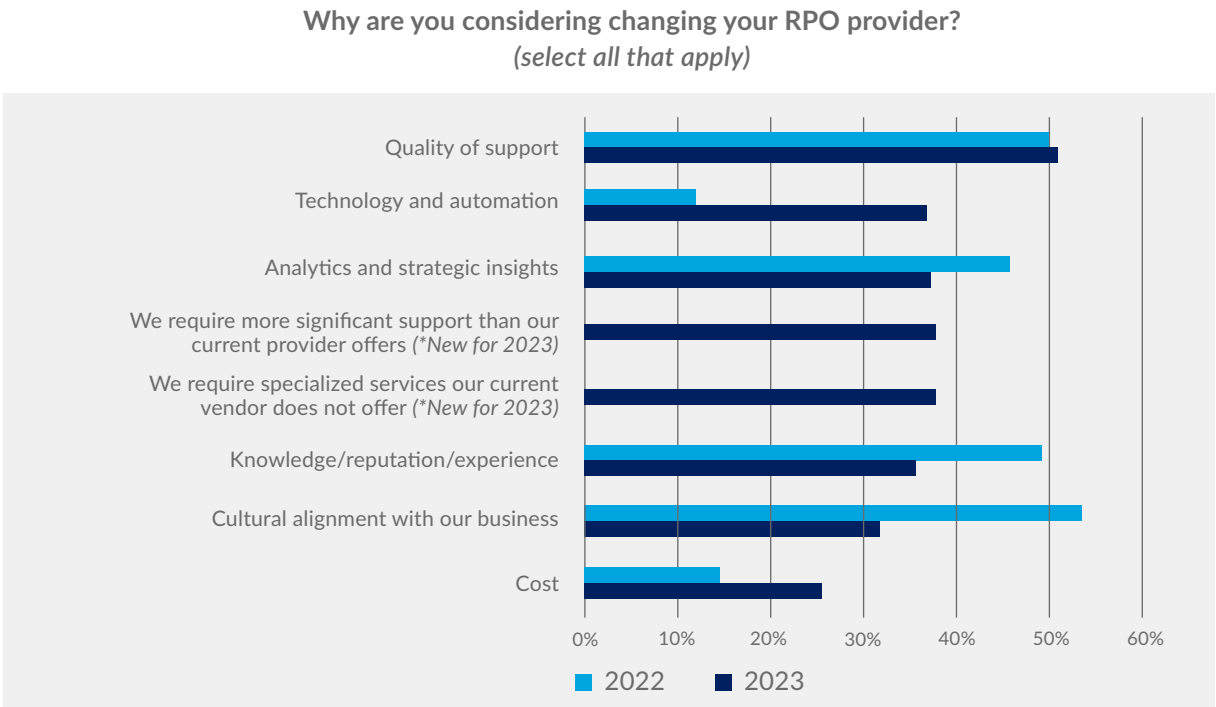
Source: 2023 Lighthouse Research & Advisory RPO Trends Study (n=519)



While the number of companies considering a change in RPO providers has increased slightly, the appetite for change is heavily skewed towards midmarket and smaller enterprise employers with headcounts in the 1,000 to 10,000 range.

More telling are the actual reasons these companies list for why they are considering a change in providers. Overall, the top reasons RPO buyers are looking for new providers changed this year, and the addition of some new response options (noted with a “*” symbol below) helped to smooth out the peaks in the graph and focus in on some key areas that need to be solved.

Figure 7: Reasons Employers Change RPO Providers Year over Year



Source: 2023 Lighthouse Research & Advisory RPO Trends Study (n=519)



Interestingly the quality of support remained stable year over year, but other priorities shifted to fall in behind that option. Technology and automation increased by 3.5x, which could be driven by the demand for employers to do more with less. The only other item in the list where 2023 outstripped 2022 numbers was in cost. While it remained at the bottom of the list, the number of employers that pointed to it as a reason for changing providers nearly doubled.

In the table below, we have drawn together a set of common responses across three questions. It examines key selection criteria for RPO buyers among three groups:

- Current users of RPO services and what they prioritized in the selection process.
- Current users of RPO services with plans to change providers.
- Potential future users of RPO services and their priorities in selecting an initial RPO partner.

Figure 8: Factors in Selecting an RPO Provider

How important are/were the following factors in choosing an RPO provider?

Current Users <i>Ranked list of selection priorities</i>	Planning to Change Providers <i>Ranked list of reasons for changing</i>	Not Yet Using <i>Ranked list of selection priorities</i>
Quality of support	Quality of support	Knowledge/reputation/experience
Experience and success in my industry segment	Experience and success in my industry segment	Cost
Knowledge/reputation/experience	Analytics and strategic insights	Quality of support
Speed of implementation	Knowledge/reputation/experience	Experience and success in my industry segment
Cost	*We require specialized services our current vendor does not offer	Cultural alignment with our business
Technology and automation	*We require more significant support than our current provider offers	Speed of implementation
Cultural alignment with our business	Cultural alignment with our business	Technology and automation
Analytics and strategic insights	Cost	Analytics and strategic insights

Source: 2023 Lighthouse Research & Advisory RPO Trends Study (n=519)

This set of findings helps to illuminate how decisions vary among these groups of talent leaders and RPO buyers, and it also shows that there can be significant differences in priorities based on the maturity, leadership and other factors.

Ultimately, every employer that considers looking for a new RPO provider will not exercise that right. But for those that do, they have a specific set of priorities and requirements they want their next RPO partner to support. In the final section of the report to follow, we will examine the ROI and value points of RPO relationships, highlighting the value that employers receive and what benefits RPO partners can offer the business overall.

The Visible and Underlying Value of RPO Relationships

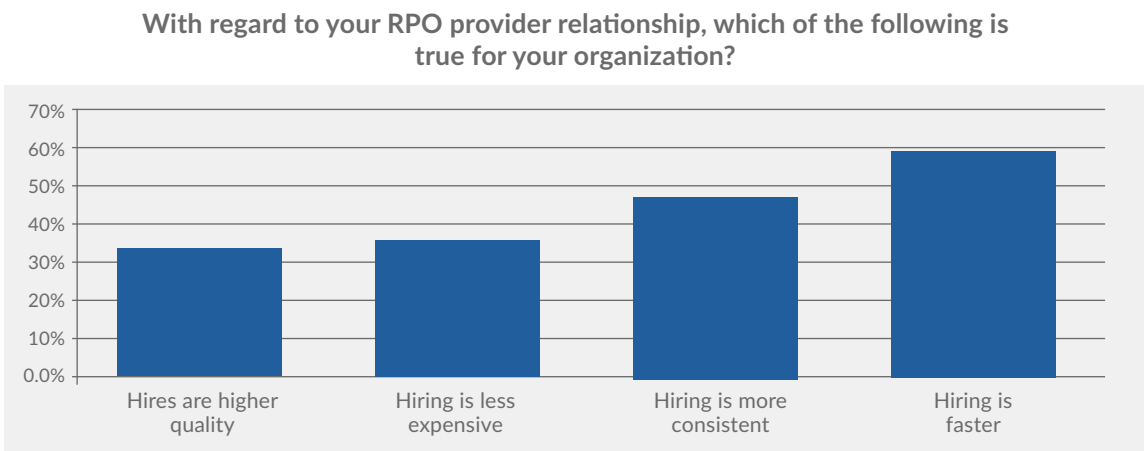
Sometimes the payoff from a decision is apparent, immediate, and obvious. Other times we may not know the outcomes of a decision until months or years later. One often-repeated statement within the RPO provider community is that RPO isn't a path to cheap, optimal results. Partnering with a proven, dependable RPO provider has a very real cost, but hiring the right quality and quantity of people also has a very real impact to the organization's bottom line.

That's what the data seem to indicate overall. While this is correlation only, it stands to reason that a company hiring qualified workers with a high-quality screening process is going to perform better. Perhaps that's why we see that **67 percent of companies using an RPO provider had revenue increases last year vs just 33 percent of those not using an RPO.**

Translation: firms with an RPO partner were 2x more likely to increase revenue last year than those without an RPO partner.

Talent executives in our study were overwhelmingly positive in their estimations of the value brought on by their partnerships with trusted RPO providers. The benefits ranged from recruiting-specific outcomes like time to fill and consistency to business-impacting outcomes like return on investment.

Figure 9: RPO Impact on Hiring Outcomes



Source: 2023 Lighthouse Research & Advisory RPO Trends Study (n=519)





Two out of three employers working with RPO partners say that hiring happens faster, and 50 percent of employers say that hiring is more consistent. In a world where candidate ghosting, skills shortages, and other issues exist, those two outcomes offer hope to employers that are trying to find a solution.

At a higher level, 97 percent of employers say that having a trusted RPO partner allows them to focus on other business-critical priorities, and nine out of 10 companies say that having an RPO in place helps create clearer communication and insight into how hiring affects key business metrics and KPIs.

Perhaps most importantly, there are some key callouts for RPO buyers that say the relationship has generated a positive ROI. Those five highlights for employers with positive RPO return on investment:

- 1) 88 percent more likely to be using full talent lifecycle for all roles, not just for some skills or roles.**
- 2) More likely to have had the RPO relationship in place for a longer period of time, indicating that positive ROI isn't an overnight occurrence.**
- 3) 80 percent more likely to say hiring is consistent/predictable.**
- 4) 2x more likely to say hires are higher quality.**
- 5) 2x more likely to say RPO partnership has improved hiring metrics overall.**

In an interesting twist outlined in the graph below, we see that employers with a positive ROI have higher expectations of their RPO partners than other firms.

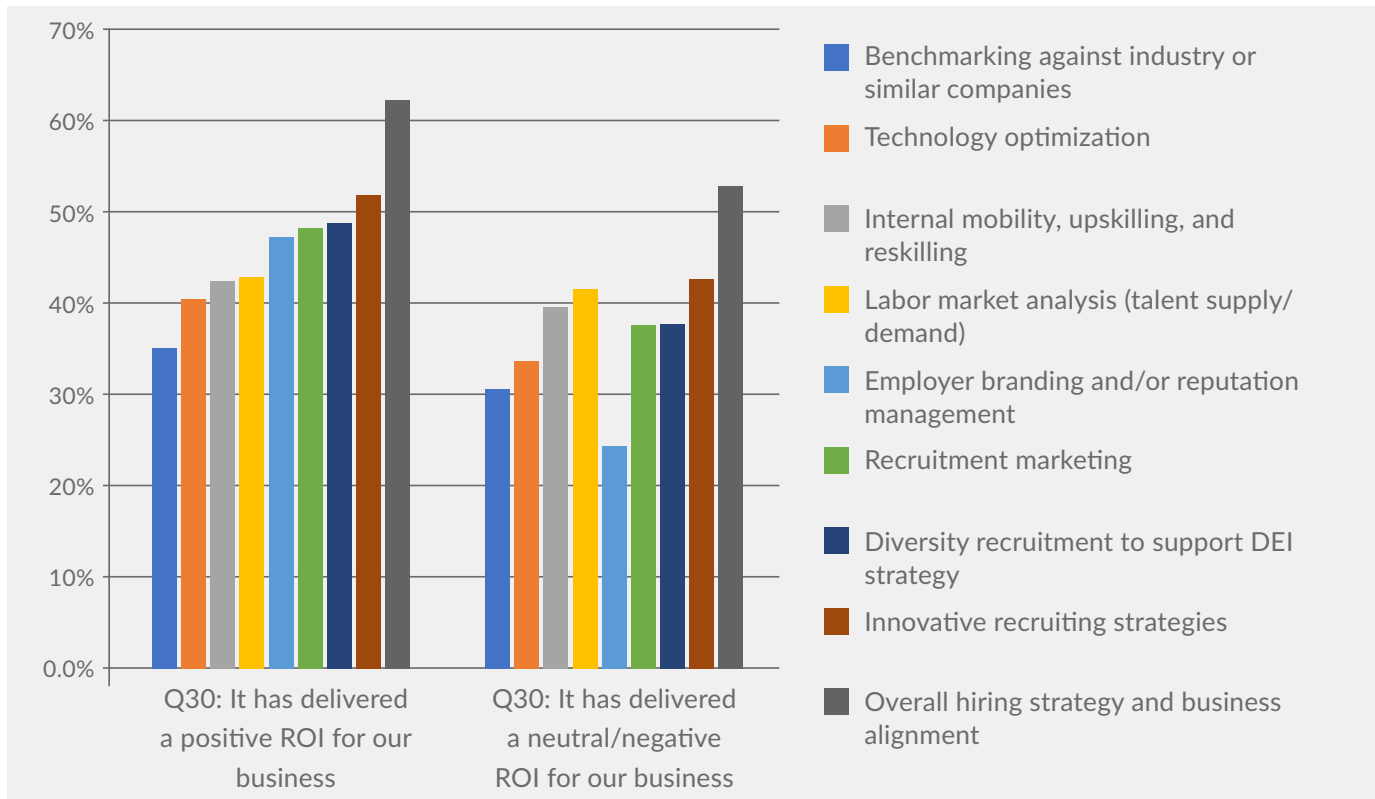


97 percent of employers say that having a trusted RPO partner allows them to focus on other business-critical priorities, and nine out of 10 companies say that having an RPO in place helps create clearer communication and insight into how hiring affects key business metrics and KPIs.

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Figure 10: Expected Services by RPO Relationship ROI

With regard to your RPO provider relationship, which of the following is true for your organization?



Source: 2023 Lighthouse Research & Advisory RPO Trends Study (n=519)



As you can see, those with a positive ROI **expect** their RPO partners to offer support for virtually every type of service outlined here, but **they also end up being more satisfied in the end** (31 percent more likely to be satisfied with the partnership compared to firms with neutral/negative ROI).

At the end of the day, this all comes down to hiring. Employers need the predictability of knowing that roles will be filled on time with candidates of sufficient quality to support the ongoing operations of the business. As is evident, there are multiple

paths to achieve that outcome, but the research on employers currently working with RPO partners indicates that there is real value there. There's the initial, immediate value of positions being filled, of course, but there's also the long-term, strategic impact of having a functional talent acquisition partner that "gets" the business, how it operates, and what drives revenue and ultimate success.

Those ongoing outcomes highlighted by the data are reasons we expect to see continued growth and success within the RPO market. And that success isn't just for the providers, but also for those employers that properly and fully utilize that partnership to the fullest extent.

Key Takeaways



The last few years have brought an incredible amount of change to labor markets and the talent acquisition world. **Recruitment process outsourcing is not just a viable option for meeting those challenges—it's actually preferred by high-performing firms**, according to the data. Employers and talent leaders vary across the spectrum of maturity, and the RPO Buyer Maturity Model helps to indicate key inflection points as employers become more adept at navigating those relationships.



Organizations looking for an RPO provider can benefit from understanding the range of pricing and partnership options available. We see that **employers utilizing full scale RPO across the organization have an average satisfaction rating of 88 percent** compared to just 70 percent satisfaction for those using limited RPO engagements. Using these indicators can help employers determine how to structure the best RPO relationship for risk mitigation, talent outcomes, and business impact.



The research clearly proves the value of RPO relationships, from direct improvements in hiring outcomes to broader ROI overall. **Ninety-seven percent of employers say that having a trusted RPO partner allows them to focus on other business-critical priorities**, and that says volumes about how employers appreciate their partnerships with RPO providers. Not only that, but there are clear correlations between employers using RPO services and revenue that are impossible to ignore.

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About the study

Data for the 2023 Lighthouse Research & Advisory RPO Buyer Trends Study was gathered via online surveys from 519 talent acquisition and HR decision makers at US-based organizations across every industry with a minimum of 100 employees. This research was produced in partnership with the RPO Association and was underwritten by the following Gold members:

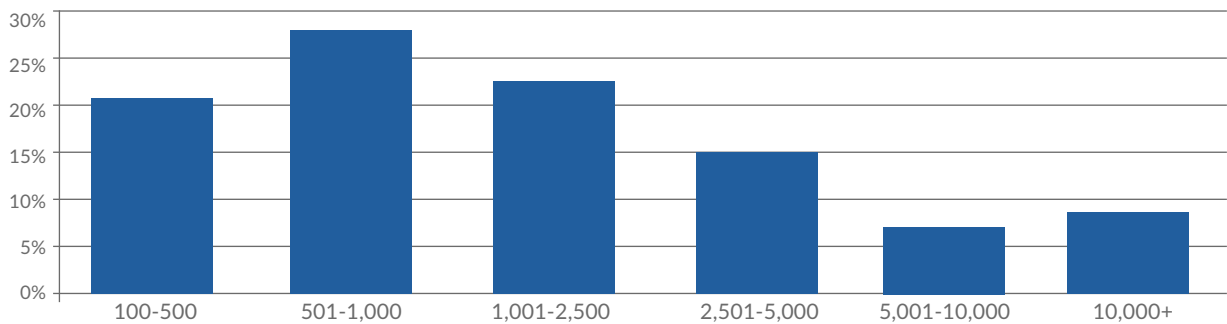
- Advanced RPO
- ADP RPO
- Aspirant RPO
- Broadleaf Results
- ClearEdge Marketing
- Hueman RPO
- Orion Talent

The research committee included RPO leaders, talent acquisition executives, and consultants that contributed ideas and themes for the study.

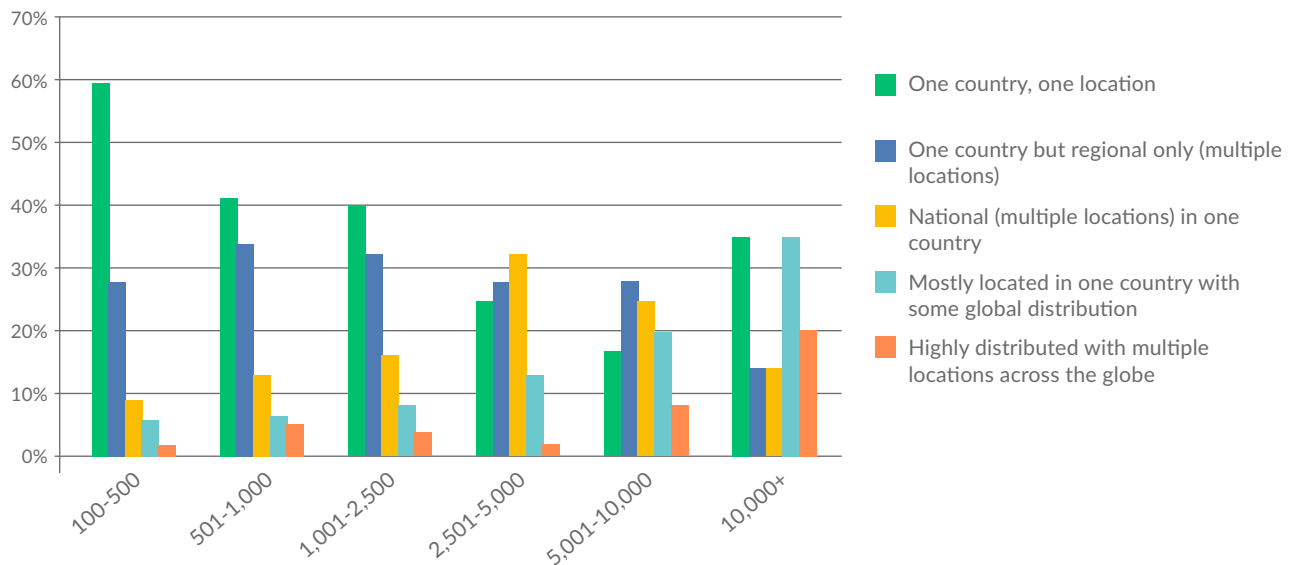
Statement of Ethics

As an independent analyst firm, our research and reporting provide unbiased, neutral views of the HR technology marketplace. While this specific research was vendor-funded, it does not impact how we share the data with employers and practitioners. If you have any questions, please contact us and we'd be happy to discuss our ongoing commitment to ethical standards.

How many employees does your organization have?

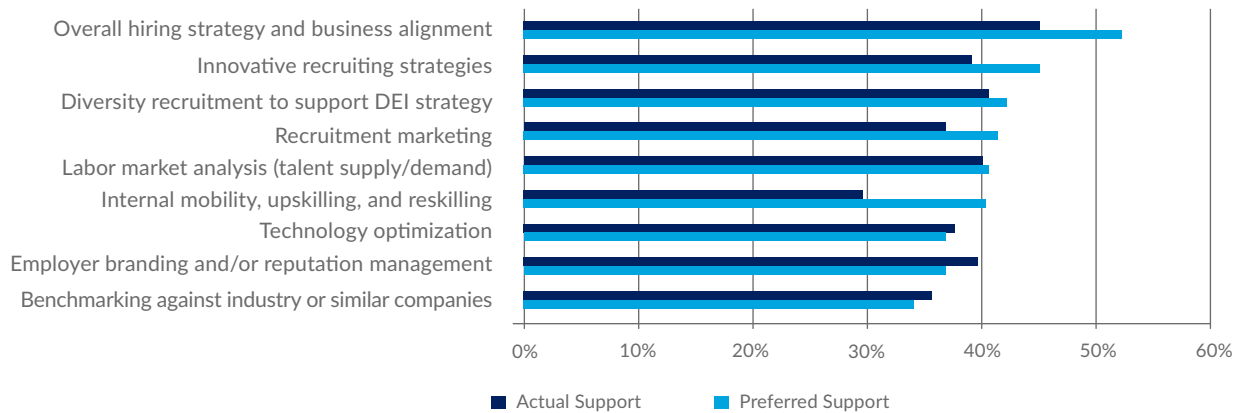


How would you describe the geographic distribution of your workforce?

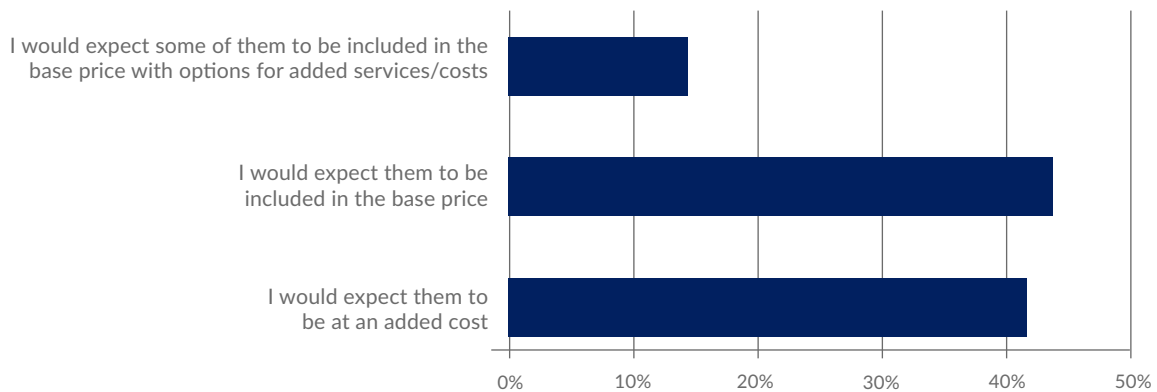


Appendix with Key Survey Data Points

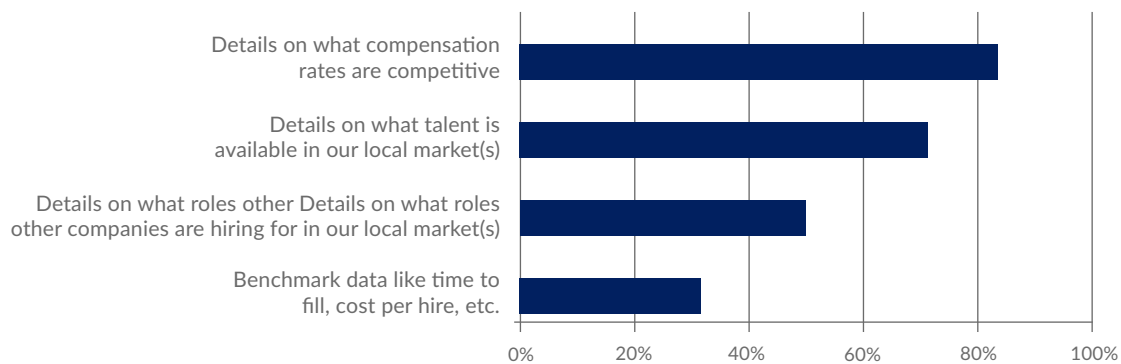
Which of the following priorities do you want your RPO partner to support?



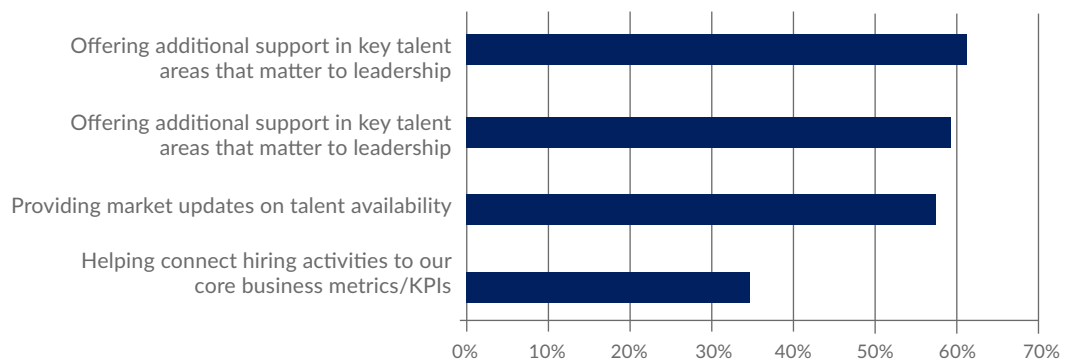
Would you expect those services to be at an additional cost or built into the base pricing?



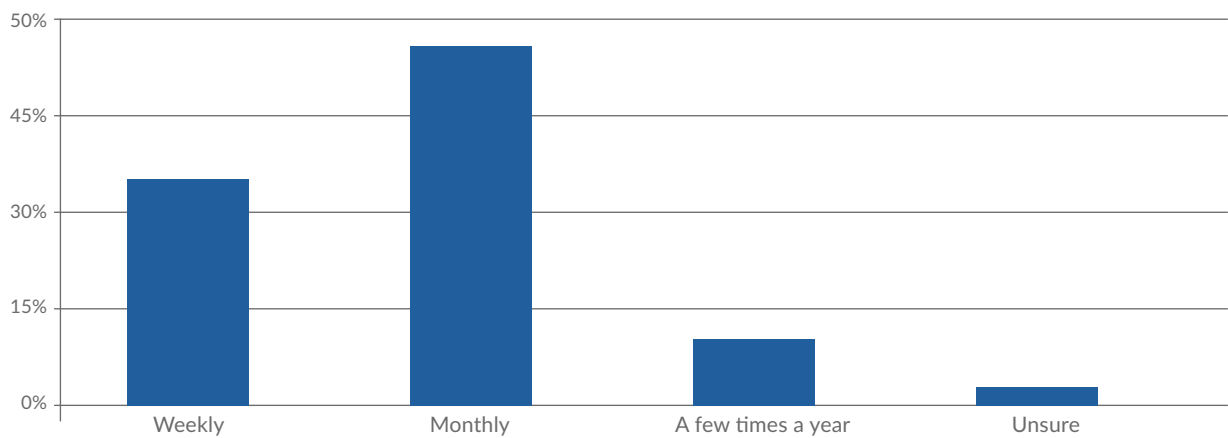
What kind of labor market analysis would be helpful to you? (select all that apply)



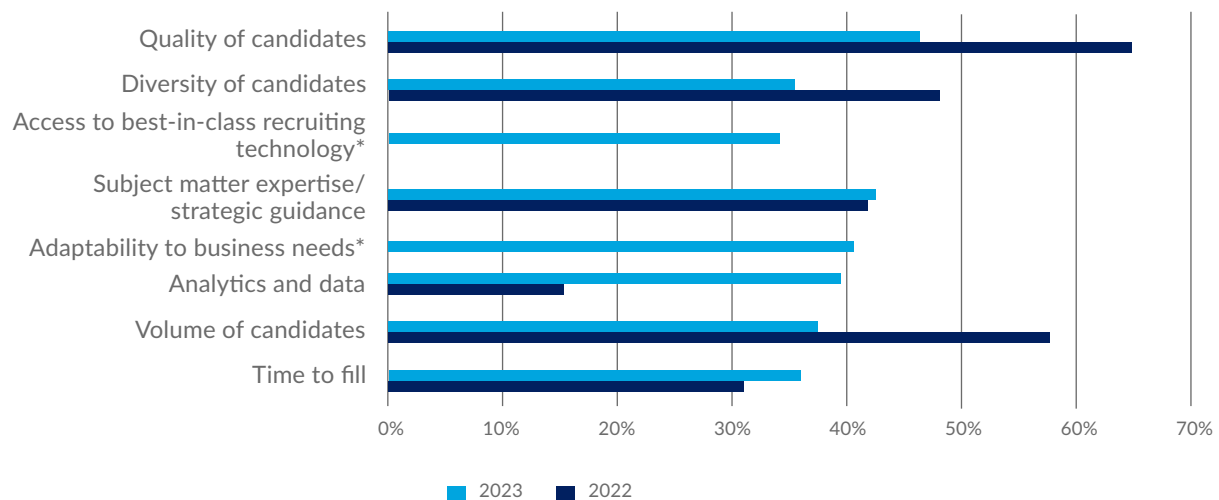
How could your RPO partner work more closely to support overall hiring strategy and business alignment? (select all that apply)



How often do you receive hiring data from your RPO partner?



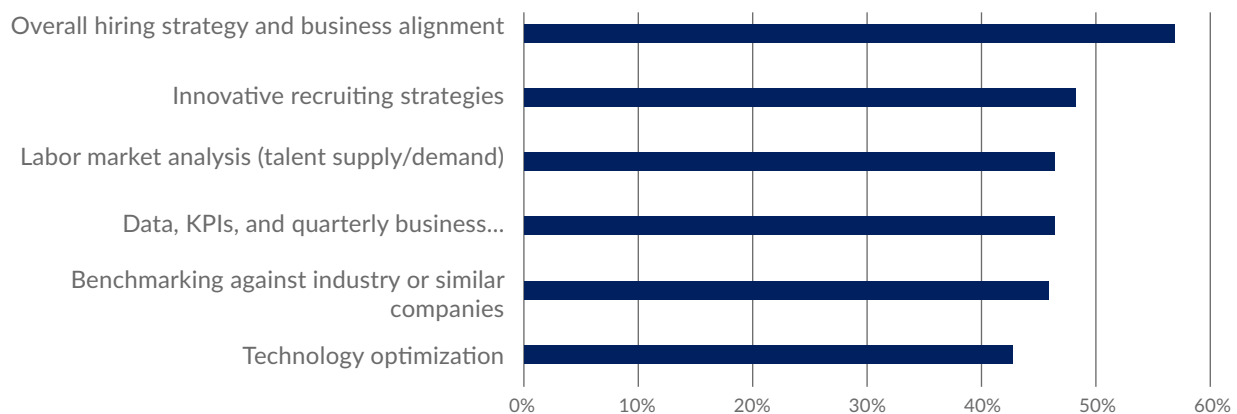
Which of the following are you most satisfied with in regard to your RPO partner?



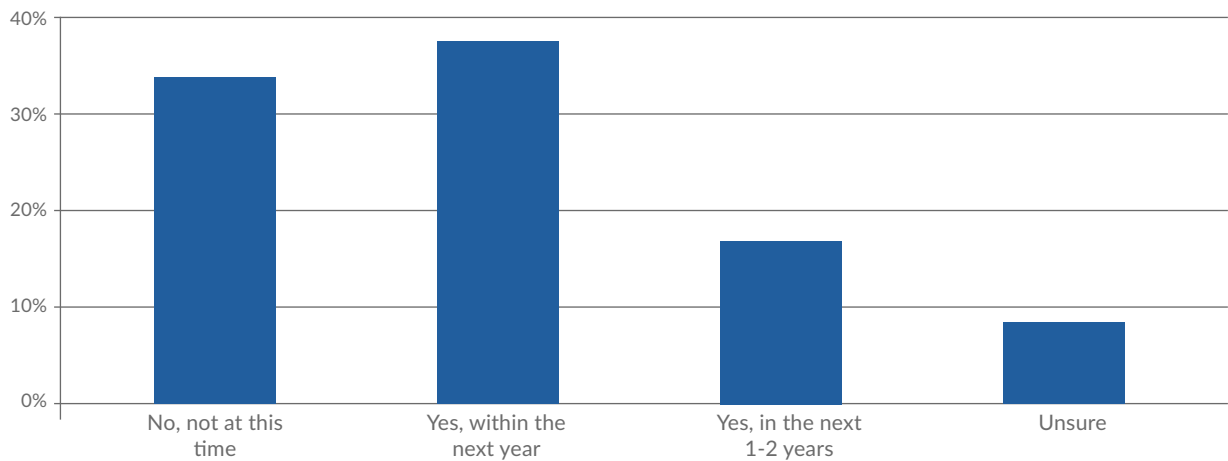
When thinking about your HR/talent function, which of the following are the most valuable elements offered by your RPO partner? (select up to three)



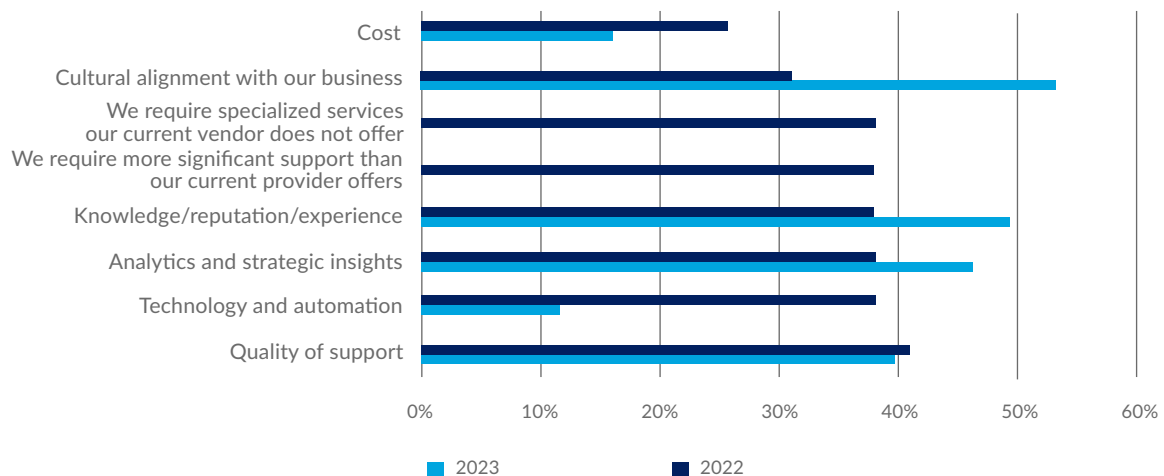
When thinking about your executive team and the operations of the business, which of the following are the most valuable elements offered by your RPO partner? (select up to three)



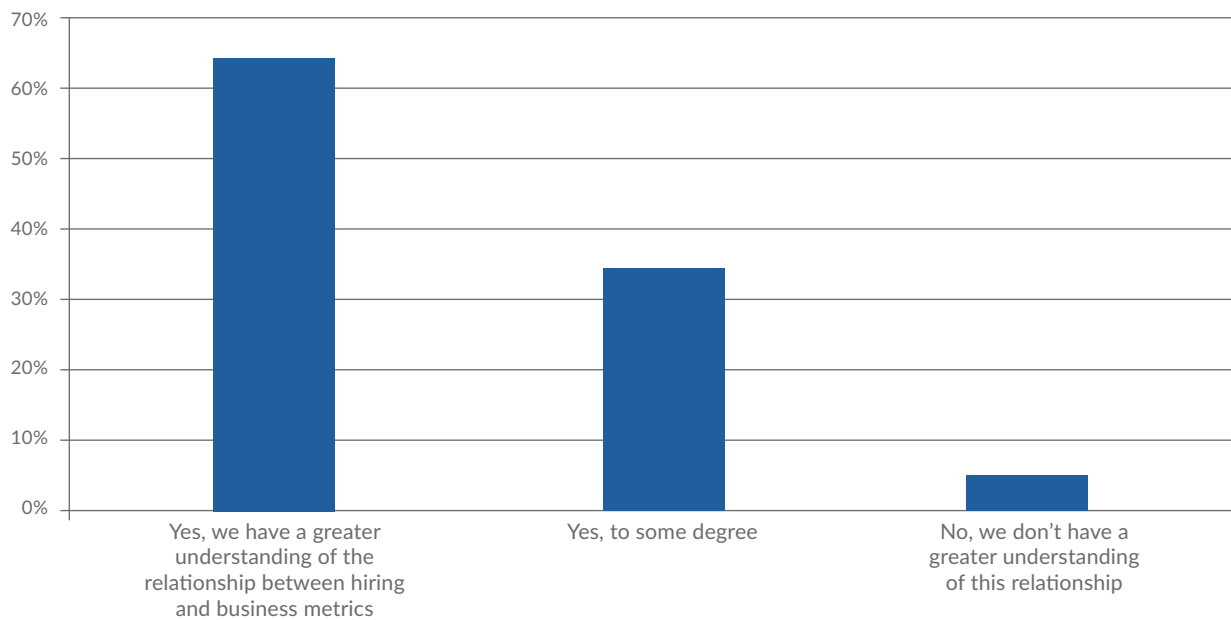
Are you considering changing your RPO provider?



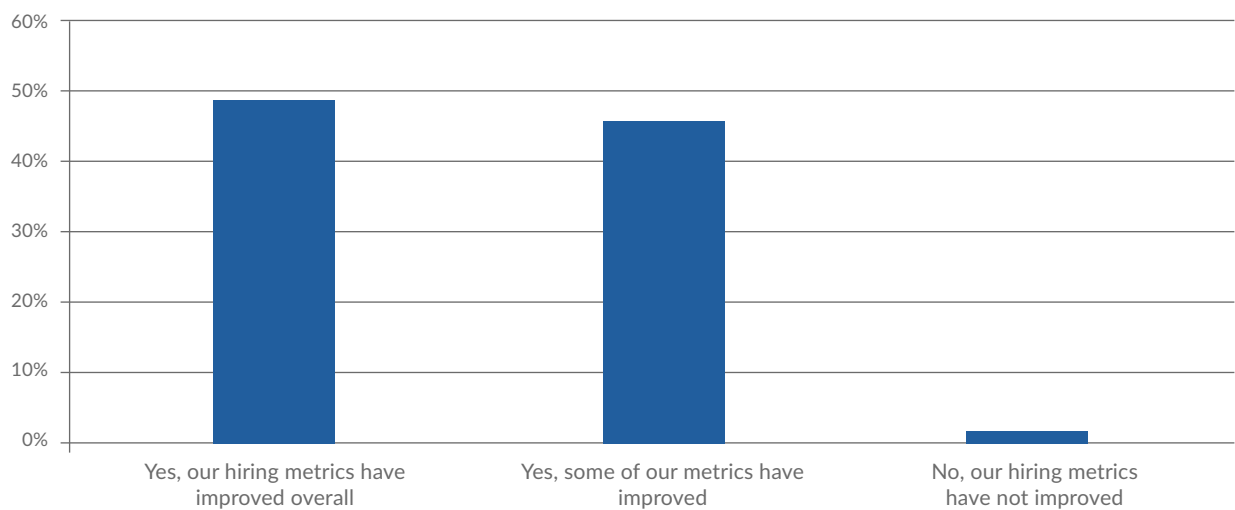
Why are you considering changing your RPO provider?



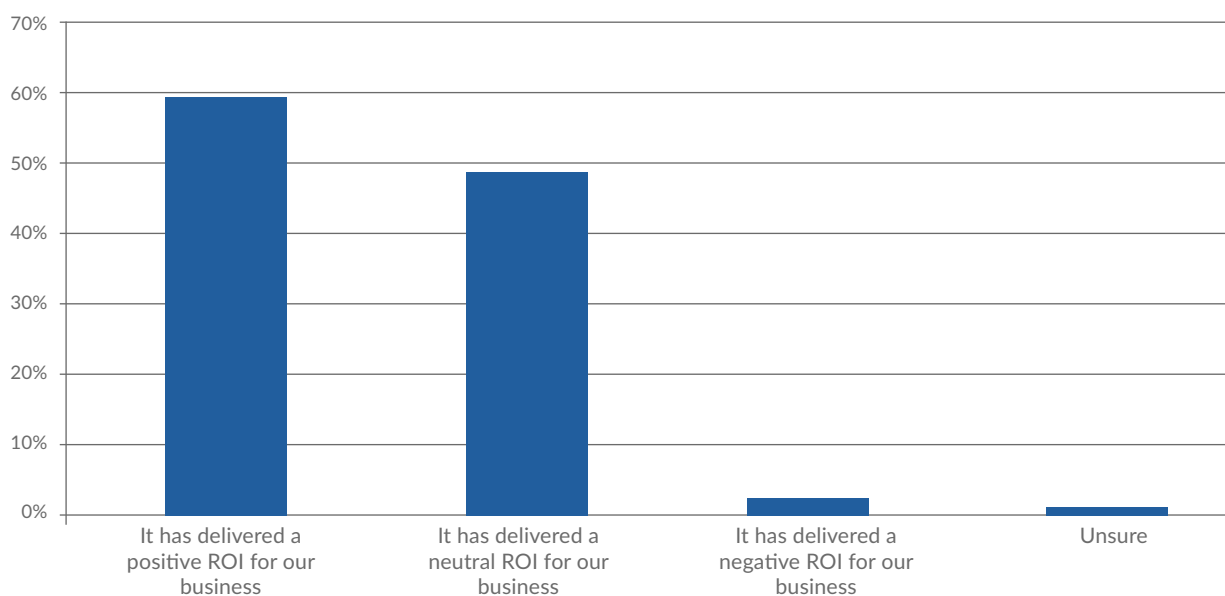
With an RPO partner in place, do you think your organization has greater clarity into how hiring activities affect business metrics and KPIs?



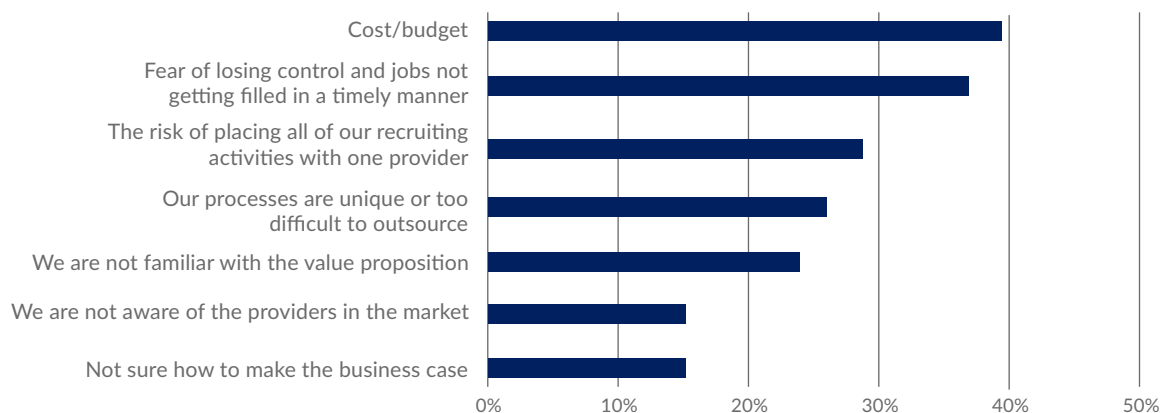
Would you say that having an RPO partner has improved your hiring metrics overall?



In your estimation, what is the overall value with regard to your RPO partner?



You mentioned you do not currently use an RPO partner. What are the reasons for this? (select all that apply)



About RPOA

The Recruitment Process Outsourcing Association (RPOA) is a mission-driven and member-driven organization serving the global RPO community. We are committed to advancing, elevating, and promoting recruitment process outsourcing as a strategic talent solution for organizations seeking to reach their highest potential through their people. We pursue our great purpose by nurturing a collaborative community where thought leadership can be created and curated to educate the marketplace about recruitment process outsourcing. For more information about the RPOA, visit our website at www.rpoassociation.org.

About Lighthouse Research & Advisory



Lighthouse Research & Advisory is a modern analyst firm dedicated to setting the standard for excellence in talent, learning, and HR. By providing compelling research and actionable insights for business leaders, our team's mission is to navigate the rapidly changing field of human capital management to support today's talent and learning functions.

Our advisory, research, content, events, HR Awards Program, and other offerings serve tens of thousands of employers across the globe every year.

Put simply: our goal is to chart a new course for talent. We do this with compelling research, innovative ideas, and a strong grasp of the current state of talent and technology at work. We have supported hundreds of organizations with our research, advisory, and insights since our beginning in 2016. In addition, our data also inform key product and strategy decisions at the industry's leading technology and service providers.

Ben Eubanks is the Chief Research Officer at Lighthouse, providing trusted advice for today's modern talent leaders. Prior to joining Lighthouse, Ben worked as a research analyst and an executive practitioner. His analyst work focused on learning, talent acquisition, and talent management. During his career, he has published more than 100 pieces of research and provided advisory services to executives from some of the largest and most respected organizations in the world.

Unlike most analysts, he also has hands-on experience working as an HR executive, leading both strategic and tactical talent practices. Ben is the host of We're Only Human, a podcast focused on the intersection of people, technology, and the workplace. In addition, he runs upstartHR.com, a website serving HR leaders that has reached more than 1,000,000 readers since its inception.