

TASK: Discuss the questions at the end of the case study

Recruitment Strategy at ValuOutlets

Ann Yates is the HR manager at ValuOutlets, a firm in the food retailing sector in the UK and Ireland.

Following five years in HR in the hotel sector,

Ann joined ValuOutlets a month ago, after achieving a first class honours Masters degree in HRM. She is enjoying the challenging role at ValuOutlets so far. While she is relatively new, her position is quite senior and she is the person responsible for HRM for the entire organization in the north of Ireland, with total staff numbers (full time, part time and fixed term) currently just over 50. Her predecessor left the organization to take up a role in another organization.

While ValuOutlets is a relatively small organization, its strategic plan is to roll out more stores across the UK and Ireland. The organization is expanding and the senior management team wants to open a new retail outlet/store in a growing town in the north of Ireland. Ann Yates is tasked with determining the recruitment strategy and ultimately recruiting

for this retail outlet. She calls together the small HR team (three others work in the HR department with her) to discuss the project and brainstorm how best to approach

the recruitment strategy for the new store. She needs to present the proposed strategy to the senior management team at the end of the week. It will be her first presentation so she feels extra pressure in ensuring her proposed strategy is agreed on and signed off by the senior managers. She needs to decide if she will engage an external recruitment agency to take over the project completely, which could prove costly, or if she will handle it in-house.

There is a graduate student placement programme in operation at ValuOutlets, and this year the student placement is in Ann's HR department. She decides to dedicate that student to work on the recruitment strategy with her, allowing the other three members in the team to concentrate on their normal tasks. Together with the student, Ann considers how many

permanent, fixed-term and part-time staff members she will need to employ for the store. She must also determine the positions that need filling, from store manager, assistant store manager, to customer service and sales assistants.

Due to the heavy workload in the department and scarce resources, Ann decides to engage an external recruitment agency to manage the filtering of candidates for the open positions, resulting in the agency providing a shortlist of candidates, which must then go through the selection process. However, Ann must determine the recruitment methods and job advert to be used in recruiting for the store. Ann, with the student's help, pulls together her research and work into a presentation for the senior managers.

- 1 Weigh up the pros and cons of using an external agency to handle recruitment for the new store.
- 2 What do the student and Ann need to prepare in order to have a detailed overview of the positions required?
- 3 What factors do they need to consider in order to decide on the types of flexibility in worker categories they need for the various positions?
- 4 What recruitment method(s) could/should she choose, and why?
- 5 For the store manager job on offer, undertake a job analysis (job description, person specification, competency framework) feeding into the development of the job advert.
- 6 Given the growth plans of ValuOutlets, what other HR strategy reports should Ann consider preparing for the senior management team?

