

RECRUITMENT AND SELECTION STRATEGIES DURING ORGANISATIONAL TRANSFORMATION MARKS & SPENCER PLC

- LCLM5002 – Developing and Managing
Individuals and Teams

Student ID : 2435972
University of Wales Trinity Saint
David



COMPANY BACKGROUND

Mark & Spencer plc

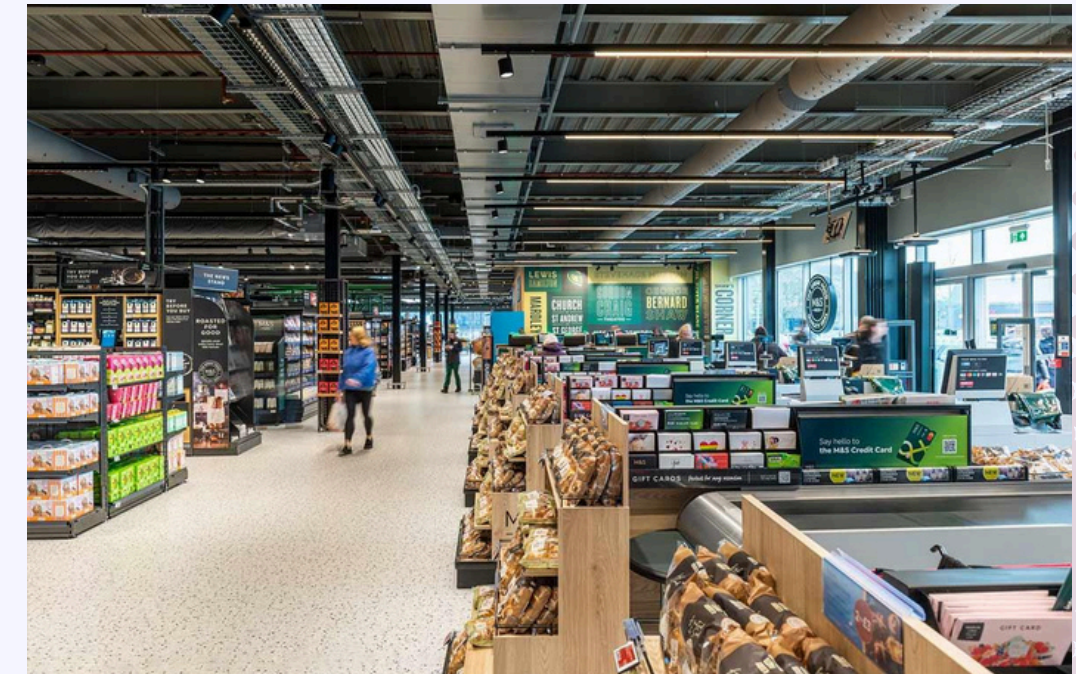
Established in 1884 in Leeds, United Kingdom, Marks & Spencer is one of the largest retailers in the UK that provides Food, Clothing, and Home products.

With more than 1,000 retail locations, they are one of the largest employers in the UK with over 60,000 employees.

Marks & Spencer is investing in digital transformation, store modernisation, and supply chain enhancements.

Mark & Spencer is evolving itself as a competitive organisation through:

- Digital and online retail expansion
- Enhanced operational efficiency
- Investment into cutting-edge technologies
- Attracting highly skilled people to facilitate organisational evolution.



Clothing Design

Description of Key Activities:

- Recruitment Activity Description Items
- Identify the workforce needs
- Analyze jobs/necessary skills
- Advertise jobs on appropriate platforms
- Shortlist qualified applicants
- Conduct interviews/assessments
- Select the best applicant and hire them

A structured recruitment process enables Marks & Spencer to effectively recruit qualified candidates and lower costs related to recruitment, as well as improve employee retention. In addition, workforce planning has an important role in aligning recruitment with future business goals of the organization and providing a vehicle through which changes will occur as a result of the transformation of the organization (Armstrong, 2023; CIPD, 2024).



Job Analysis for Transformation Roles

Position 1

Project Manager

- Leads transformation projects.
- Coordinates cross-functional teams.
- Monitors budgets and deadlines.

Position 2

Change Manager

- Supports organisational change.
- Manages employee engagement.
- Reduces resistance to change.

Position 3

Digital Transformation Specialist

- Implements digital technologies.
- Improves business processes.
- Supports data-driven decision-making.



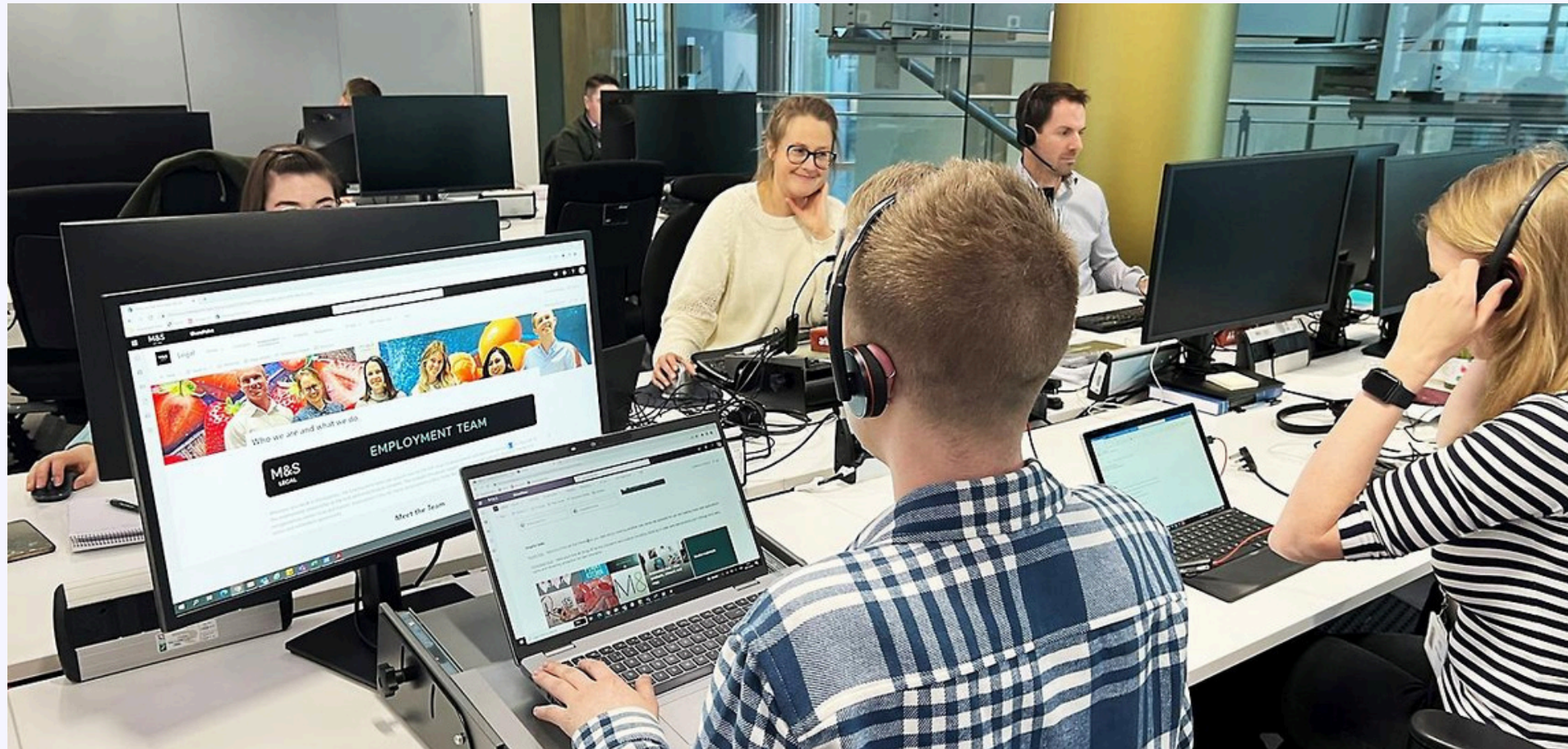
Job Description & Person Specification

Example Role: Change Manager

Job Description	Person Specification
Lead organisational change projects	Degree in Business or HR
Support digital transformation	Strong leadership skills
Communicate change initiatives	Excellent communication
Manage employee engagement	Change management experience
Monitor project progress	Problem-solving ability
Report to senior management	Teamwork and adaptability



Recruitment Advertisement



Internal Recruitment

- Employee promotions
- Internal job postings
- Talent development programmes

External Recruitment

- M&S Careers Website
- LinkedIn
- Indeed
- Graduate Programmes
- Recruitment Agencies

Why These Platforms?

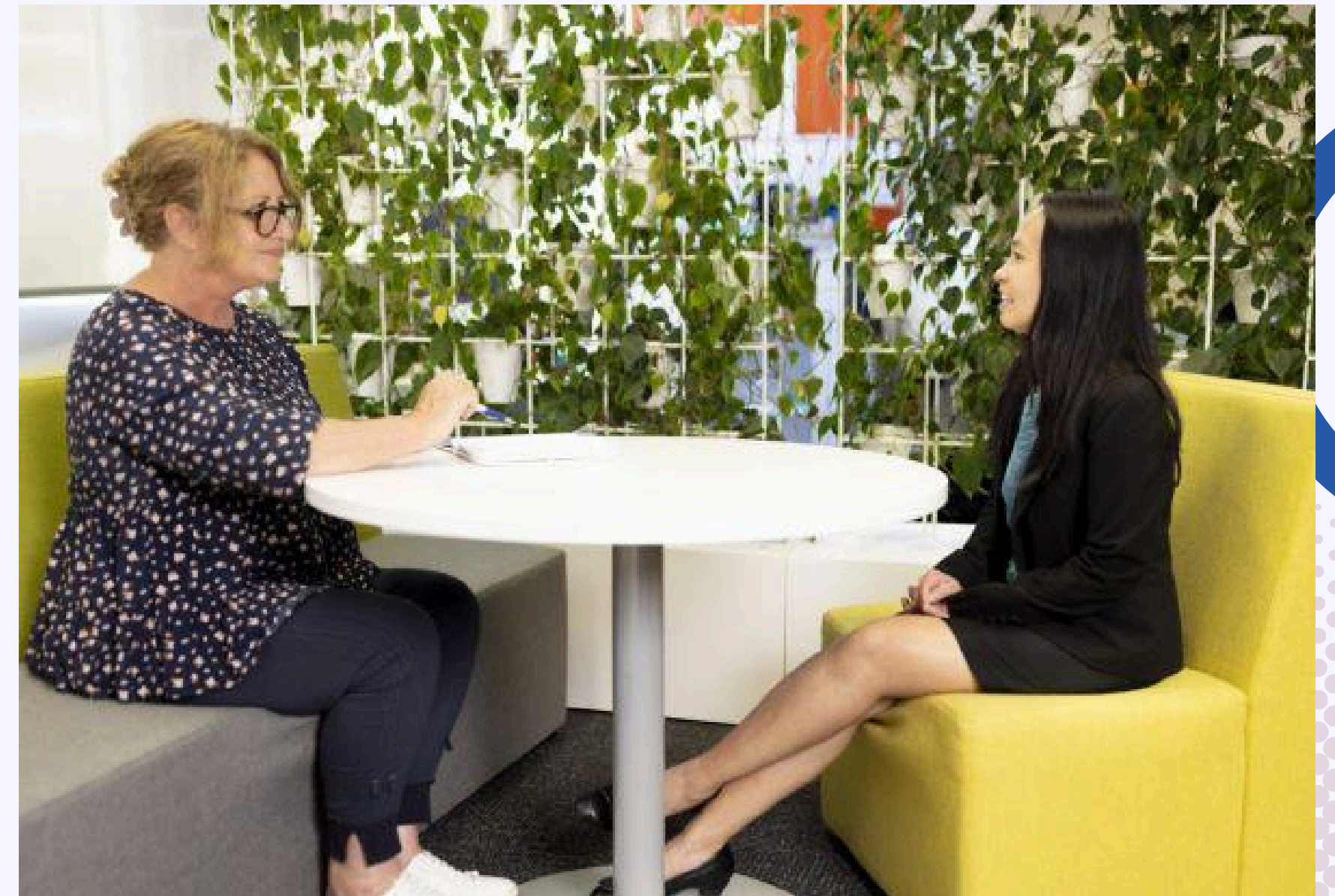
- Reach a wider talent pool.
- Attract digital and leadership professionals.
- Promote employer branding.
- Recruit diverse candidates.

Critical Analysis

By diversifying recruitment sources, employers will have a larger pool of qualified, diverse applicants. Employee motivation and development is enhanced through internal recruitment; however, an external recruitment strategy will bring new perspectives and innovative thinking which will help with change management processes (CIPD, 2024).

Types of Interviews

Interview Type	Advantages	Limitations
Structured Interview	Fair and consistent	Less flexible
Behavioural Interview	Predicts future performance	Requires experienced interviewers
Panel Interview	Reduces interviewer bias	Can be stressful for candidates



Questioning Techniques

Behavioural Questions

"What was the most challenging project you managed?"

Measures previous experience

Situational Questions

"How would you manage employee resistance during organisational change?"

Evaluates decision-making

Competency-Based Questions

"Describe a time when you successfully led a team."

Assesses leadership competencies



Face-to-Face vs Virtual Interviews

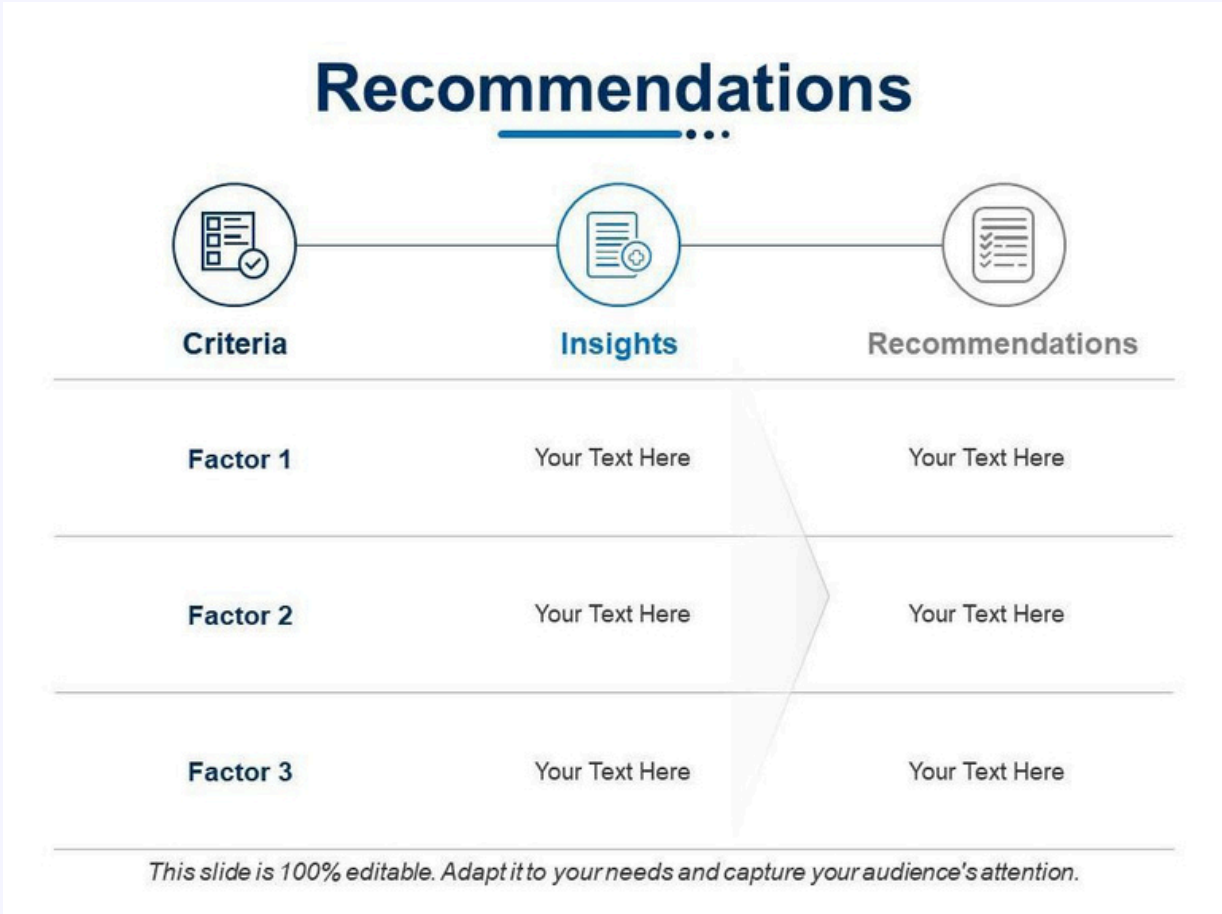
Face-to-Face	Virtual
Better personal interaction	Greater flexibility
Easier to observe body language	Lower recruitment costs
Stronger relationship building	Faster recruitment process
Higher travel costs	Possible technical issues
Longer scheduling time	Reduced non-verbal communication

Recommendations

Create a more powerful employer brand via LinkedIn.
Increase investment into digital recruitment technology.
Implement structured behavioural interviews for managerial positions.
Enhance the level of diversity and inclusion throughout the entire recruitment process.
Improve development and internal promotion opportunities for employees. Develop better personnel in order to increase the quantity of employees promoted within an organisation.

Critical Assessment

These recommendations will enhance the quality of the recruitment process, enhance the capability of the organisation, and facilitate organisation-wide success of the business transformation initiative. Investing in the growth and development of employees creates a long-term competitive advantage for an organisation (Barney, 1991; Armstrong, 2023).



Conclusion

Marks & Spencer needs to take a strategic approach to its recruitment and selection methods to ensure an effective transformation within the organisation.

Workforce planning that is performed effectively allows Marks & Spencer to attract employees who possess the necessary digital skills for the company's future digital innovation and organisational changes.

A behavioural interview process, where prospective employees are evaluated on how they would react under certain situations, along with asking competency-based questions of each prospective employee and using a hybrid interview approach, will improve hiring decisions by ensuring the right person is hired based on their qualifications and experience.

By investing in talented employees who contribute to the company's success, Marks & Spencer will also create a stronger organisation that is able to achieve continued growth in the future.



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