Marks & Spencer

Effective Recruitment and Selection During Organisational Transformation

Developing and Managing Individuals and Teams

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Introduction



- **About Marks & Spencer**
- **Organisational Transformation**
- **Importance of Recruitment**
- **Aim of the Presentation**

(Marks & Spencer plc, 2025; CIPD, 2024)

Recruitment Process



- Job Analysis
- Job Description
- Person Specification
- Advertising
- Shortlisting
- Selection

(Armstrong and Taylor, 2023; Hogarth and McCartney, 2024)



Job Analysis, Job Description & Person Specification

Key Recruitment Documents

- **Job Analysis**

Examines the role to identify its key duties, responsibilities, and required skills.

- **Job Description**

Provides a summary of the role, including key responsibilities, reporting relationships, and working conditions.

- **Person Specification**

Describes the qualifications, experience, skills, and personal attributes needed to perform the role successfully

(Wilton, 2022; Taylor and Woodhams, 2022)



Structured Interview

- Same questions
- Fair process
- Easy comparison



(Bratton and Gold, 2022)

Competency-Based Interview

- Real examples
- STAR method
- Skills assessment



(CIPD, 2024; Taylor and Woodhams, 2022)



Panel Interview

- HR Manager
- Store Manager
- Department Manager
- Shared decision



(Beardwell and Thompson, 2022)

Questioning Techniques



- Behavioural
- Situational
- Competency
- Probing

(CIPD, 2024; Armstrong and Taylor, 2023)

Face-to-Face vs Virtual Interviews

Face-to-Face

- Better communication
- Observe body language

Virtual

- Faster
- Lower cost
- Flexible





Recommendations

- Structured recruitment
- Competency interviews
- Hybrid interviews
- Equal opportunities
- Digital recruitment

Conclusion



- Recruitment supports change
- Right people = better performance
- Long-term business success

References (Harvard Style)

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Thank you so much