



Customer insight

Retailer expects to cut the time to hire and reduce its recruitment advertising spend





Nurture the right people

JD Group has grown in recent years through acquisition. In many cases the acquired companies' HR teams continued to follow their existing policies and procedures, operating in isolation from other chains in the group.

Recruitment is handled by line managers working with chain and divisional HR managers. There is little opportunity to share candidates among the chains or benefit from best practice elsewhere in the group. A common complaint from HR teams is that their processes are manual and time consuming.

For example it takes approximately 14 days to fill a vacancy in the group's 1,500-seat financial services contact centre. The centre is fundamental to JD Group's credit-based business model because it handles the customer financing agreements across all of the chains. The 14-day hiring cycle is too long for temporary employees required to fill vacancies at short notice; the objective is to cut it in half. For other roles within the group, the target time to hire is 18 days.

Another challenge for JD Group is the need to be able to justify its candidate selection decisions in line with South African employment legislation.

Without consistent recruitment processes and a well documented audit trail of the procedure followed for each vacancy it may be difficult to meet this requirement.

Setting the scene

JD Group is South Africa's leading differentiated retailer of furniture, appliances, electronic goods, home entertainment and office automation products. Using a consumer credit model JD Group operates 1,025 stores through 10 chains in southern Africa, targeting the mass middle market.

Inspiring solutions

To ensure consistency in its approach to HR, JD Group is completely redesigning its HR service delivery model. This involves developing an overarching strategy and creating standardised policies and procedures to be followed by all chains across the group.

To support this transformation JD Group wanted to implement a technology solution that would drive automation in the move away from manual processes.

Working with Bridge Human Capital Solutions, a Lumesse*, partner in South Africa, JD Group is rolling out an integrated talent acquisition and talent management solution, which will be one of the largest integrated implementations globally.

The first step is to roll out Lumesse Talent Acquisition. For JD Group, the ability to introduce online recruitment and establish a centralised candidate database are key attractions of the solution. "These capabilities are vital to the recruitment efficiency of a diverse and geographically dispersed organisation like JD Group," comments Lauren Otto, Centre Lead: Talent Planning and Acquisition for the group. "We haven't had anything comparable before."

The JD Group intends to roll out the talent acquisition solution following a phased implementation approach. The first step is a pilot that is currently running in the financial services contact centre and one of the retail chains. Between them they employ around 2,800 people, and have been regularly utilising the talent acquisition solution for recruitment purposes.

“

The talent acquisition solution enables online recruitment and will assist with the establishment of a centralised candidate database - both are vital to the recruitment efficiency of a diversified organisation like JD Group.

”

JD Group

The talent acquisition solution is the underpinning technology that will enable the recruitment process at JD Group. All communication between HR, the hiring manager and applicants takes place electronically within the solution – from application submission, through interview scheduling, to reference requests and job offers. Post-interview feedback is also entered into the system and interview documents attached to the applicant's profile to enable electronic record keeping.

Fantastic outcomes

Although it is too soon to measure the success rate of the web-based recruitment process against the old paper-based approach, Otto reports very good early use of the job search function on the web in the pilot sites.

“We're seeing a large number of hits,” she says. “This bodes well for our strategy of moving to predominantly online applications once the solution is fully rolled out across the group.”

The talent acquisition solution is intended to bring economies of scale to JD Group by enabling a consolidated database of candidates

to be shared throughout the organisation. HR will in future be able to search the database for suitable candidates when a vacancy arises in any chain, before publishing an advertisement. Candidates will automatically receive job alerts about new vacancies that match their skills and requirements. As a result JD Group expects to cut the time to hire in line with its targets and see a reduction in its recruitment advertising spend.

Otto and her colleagues also expect to benefit from enabling hiring managers to act more independently, instead of always relying on HR. “Hiring managers already say they are delighted at how easy it is to track the progress of their vacancies in the solution, and we're confident this will be the case across the other chains too,” confirms Otto.

The introduction of standardised procedures and consistent record-keeping will give JD Group the audit trail it needs to be able to justify its candidate selection decisions in line with South African employment law. It is also raising the quality and consistency of the recruitment process.

“The talent acquisition solution provides a structured workflow so you can't leave out any steps,” explains Otto. “HR users in the pilot see the value of this more rigorous approach and are comfortable with the system. The consistency and quality of communications with candidates also makes us easier to deal with and enhances our employer brand by creating a more professional impression.”

With the planned rollout of Lumesse Talent Management, JD Group expects to benefit from similar efficiency and standardisation gains in areas like performance management and career and succession planning, along with improved access to talent and talent data.

“The fact that the talent acquisition and management solutions integrate perfectly was the main reason we chose Lumesse,” explains Otto. A key advantage will be the automatic transfer of data between the two solutions. Information about new hires will feed directly into the talent management solution with no need to re-enter data; and having a clearer view of the group-wide talent portfolio will help inform JD Group's recruitment activities.



In brief

Solution: Talent Acquisition
Industry: Retail
Country: South Africa
Employees: 19,000

Growth through acquisition has left JD Group with a set of fragmented, manual HR processes across its retail chains. There is limited opportunity to share candidates and best practice across the group and no centralised way of ensuring that legal requirements are satisfied in justification of recruitment decisions.

JD Group is transforming its HR service delivery model through customer focused standardised

policies and processes. It has selected Lumesse technology to support its new model.

A shared candidate database will help accelerate the recruitment process across the group and reduce its recruitment advertising spend. Structured workflows and electronic candidate communications help create an audit trail for each recruitment decision.

About

Lumesse is the only global company making talent management solutions work locally. We help customers around the world to implement successful local talent management initiatives that identify, nurture and develop the right people, in the right place, at the right time. Our multi-cultural background and presence means we understand how to deliver talent solutions that work the way our customers work, as individuals and as teams, because no two people, organisations or cultures are the same. We regard differences as strengths, not as obstacles.

1,700 customers work with us in over 70 countries because they recognise that commitment, innovation and value only come from people. We help customers to unlock and inspire that human potential in their businesses. Our integrated talent management solutions are comprehensive, intuitive, secure and fully internationalised into over 50 languages.

We have Lumesse offices and partners in more than 40 countries, covering EMEA, the Americas and Asia-Pacific. To find your nearest office and talk to someone who speaks your language, visit:

www.lumesse.com/get-in-touch



© Lumesse AS All rights reserved. Unless explicitly permitted by Lumesse AS or by applicable copyright law, no part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or otherwise.