Intelligent graduate assessment centre design
Engaging the business and candidates through context-relevant approach

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Agenda

- Introduction to Musgrave Group
- Graduate Programme – why it is so important
- Emerging Opportunities & Challenges
- Musgrave solution - what we did
- Outcome - What went well and what was learned
Musgrave Group

Partner to entrepreneurial retailers
Our Structure
Musgrave Turnover €4.4 billion
Our Retail Partnerships

RETAIL

SUPERVALU  CENTRA  BUDGENS  DIALprix  SUPERQUINN

SYMBOL

Londis  MACE  Daybreak

WHOLESALE

MUSGRAVE MarketPlace  dialsur
Musgrave in Ireland

- 875 stores & 7 Cash and Carry outlets
- 30,000 direct and indirect employees
- 75% of purchases sourced in Ireland
- €315m invested in Ireland in 2011

*2010 wholesale sales
Investing for the future

- Presence in Dublin
- Supports “fresh” leadership
- Major investment in Ireland

24 stores (19 supermarkets and 5 smaller format: 11 Freehold and 13 Leasehold)
The importance of partnership

Our Values

• Long term stable relationships
• Not being greedy
• Honesty
• Working hard
• Achievement
Musgrave Graduate Programme - Why it is so important?

• Challenges and opportunities in the marketplace
• Graduate programme is a key element of the talent model in Musgrave

Our people make our brands
Emerging Opportunities & Challenges

• Business not 100% sure what type of candidates needed
• Engaging the senior business figure – gaining commitment and creating confidence
• Task: Securing versatile graduates - not function specific
• A ‘one Musgrave model’ for graduate talent
• Candidates familiar with Musgrave sub-brands: but not necessarily Musgrave itself
• Decreasing applicant numbers
• Cork (Musgrave HQ) is a great regional city – Musgrave is international
Graduate Programme Plan

• Manage the Graduate recruitment process to achieve
  **High quality hires**: 15 graduates:
  
  Finance  Trading  Supply Chain  
  Marketing  Retail Ops

• Use of attraction, screening, assessment and selection support services, tools and appropriate training to enable effective operation of the Musgrave Graduate assessment process.

• Candidate volumes at each stage of process:
  - Attraction Phase & Screen: 700+ applications
    (Less than 260 previous year)
  - Online Ability & Behaviour Fit: 500
  - Video Interview: 190
  - Assessment Centres: 80 attending over 4 days
Musgrave Solution – What we did

1. Candidate Attraction
2. Musgrave Competency model development
3. Online Assessments
4. Video Interviewing
5. Bespoke Assessment Centres
1. Candidate Attraction

- Social Media Campaign: Facebook, Linkedin
- Targeted Emails to specific Grad populations
1. Candidate Attraction

- Targeted Career Fairs, Graduate Recruitment Events
  - University Campus-Based Activity
  - Media Advertisement
2. Musgrave Competency Model Development

- Context – Competencies – Behaviours
- What makes an ideal Musgrave Graduate?
- Aligning values & competencies with *shapes*
2. Musgrave Competency Model Development

Musgrave Values

- Long Term Stable Relationships
- Achievement
- Honesty
- Working Hard
- Not Being Greedy
Musgrave Competency Descriptions

- **Commercial Analysis:** Identifies commercial opportunities and potential financial risks. Focuses on bottom-line results and demonstrates awareness of business growth and profitability.

- **Communication & Awareness:** Communicates in a clear, precise and structured way. Speaks with authority and conviction, presents effectively. Makes an impact; convinces and persuades others.

- **Customer Orientation:** Prioritises customer needs; considers issues from the perspective of the customer strives to achieve high quality results for customers.

- **Strategic Judgement:** Demonstrates consideration of wider consequences; takes a long-term view; recognises the importance of long-term goals as well as short-term ones.

- **Initiative & Drive:** Acts on own initiative; displays determination and control under challenge. Demonstrates strong positive attitude and ambition.
3. Online Assessment

Musgrave Graduate Recruitment Process

- Online Application
- Online Testing
- Video Interview
- Assessment Centre
  Including Interview
3. Online Assessment

- Scales verbal
- Scales numerical
- Shapes personality
3. Online Assessment

- Re-designed the online application process
- Identified appropriate cut-offs for psychometric assessment to control for premature elimination of ‘Musgrave’ fit candidates
- Use of *shapes* reports to guide interviews
4. Video Interviewing
5. Assessment Centres

1. Brainstorm with Business Leaders
   - Example typical / crisis / everyday situations in Musgrave environments
2. Trading – Finance – Marketing – Supply Chain – Retail Operations
3. Design of Musgrave context-specific exercises
4. Training assessors
5. Assessment Centres

- 80 Graduates attended over 4 days
  - Group Exercise
  - Analysis Presentation
  - Individual Interview
  - Peer review – values filter
  - Assessors from varying Musgrave business functions
5. Assessment Centre Exercises ‘Day in the Life’

- Designed company to resemble Musgrave
- Candidates given Multi-Mart overview doc at beginning of day
- Candidates participate in business stream-specific exercise
5. Assessment Centre Exercises

- 4 Exercises designed for different commercial streams

Multi-Mart

Retail Partners Meeting
Participant Instructions
Individual Analysis & Presentation

Multi-Mart

Attraction Campaign
Participant Instructions
Individual Analysis & Presentation

Multi-Mart

Introducing Flowers
Participant Instructions
Group Exercise

Multi-Mart

Weather Emergency
Participant Instructions
Group Exercise
<table>
<thead>
<tr>
<th>Competency Area</th>
<th>Group Exercise</th>
<th>Analysis Presentation / Q &amp; A</th>
<th>Interview</th>
<th>Average AC Score</th>
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Overall Score
Outcome: Musgrave Graduate Campaign 2011 / 2012

Trading (4) 76 Applicants
Finance (4) 149 Applicants
Marketing (2) 169 Applicants
Supply Chain (2) 70 Applicants
Retail Ops (3) 65 Applicants
Outcome: What went well & what was learned

- Attracting Musgrave Candidates
- Screening
- Video Interviewing
- Assessment Centre Exercise Design: Benefits of tailoring exercises to specific business function
- Timing!
Opportunities & Challenges - Revisited

• Business not 100% sure what type of candidates needed
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Questions?