



**CASE STUDY**

# **Cashbuild: Getting a Handle on Staff Recruitment**

**Standardising & Optimising Retail  
Recruitment.**

## **Executive Summary:**

Cashbuild SA, one of the country's largest building supplies retailers, required an end-to-end centralised system to perform recruitment for all its entry-level store staff nationwide. The objectives were to ensure centralised head office control, standardise recruitment procedures across all stores in order to increase the calibre and long-term retention of new staff. Lulaway was initially given 6 months to develop a solution and prove results.

## **Challenges:**

Cashbuild is one of the largest building materials retailers with over 270 stores across South Africa. Senior management were dissatisfied with the decentralised recruitment process and the resulting inconsistent quality of store staff.

With all store recruitment being performed by individual store managers, they felt increasingly concerned that there was no head office control over the calibre of staff in its stores. The quality of the staff across branches was not uniform and varied from store to store.

In addition to that, head office was unable to adequately monitor retention, or implement standardised staff requirements within the existing structure. They also found that former employees who had been dismissed or had absconded were being re-employed at other stores as there was no way for the store managers to check whether or not candidates had been previously employed by Cashbuild, and check their records if that was the case.

Cashbuild thus required a centralised recruitment system with standardised processes and accurate reporting. They required a means to ensure uniform recruitment standards across the stores as well as a business process to monitor the recruitment at store level.

Due to Lulaway's expertise in the entry-level recruitment environment, Cashbuild appointed Lulaway to develop a bespoke recruitment solution that would address their concerns. The initial commitment was a six-month pilot; thereafter, its success would be evaluated.

The client required the following solution:

- Ability to fill all vacancies at all 270 stores nationwide
- Turnaround of maximum 3 weeks from vacancy listed to job offer
- Proven increased retention
- Head office reporting & centralised control
- Criminal & credit checks to be performed on each candidate prior to job offer
- Standardised process across all stores
- Customised Cashbuild assessments to be completed by all applicants

## **The Solution**

Lulaway met with Cashbuild extensively to understand their challenges, process requirements, current HR structures, and required reporting outcomes.

Lulaway then customised its existing technology platform in line with Cashbuild's specific requirements and processes. Lulaway also implemented customised assessments on its online platform specifically for candidates applying for a Cashbuild position and tailored a verbal proficiency telephonic assessment administered by Lulaway's recruitment personnel prior to inviting candidate to job interviews.

Lulaway created a dedicated USSD line for applications which was advertised in all of Cashbuild's store in order to direct interested applicants to their nearest Job centre where they could then apply for a position at Cashbuild. By utilising the USSD code and various methods of advertising, Lulaway was able to attract applicants from the more remote areas, meeting Cashbuild's social imperative to employ within these communities.

With this in place, Lulaway then handpicked a dedicated recruitment team to track job applications, short-list suitable candidates, perform telephonic interviews, schedule interviews and then conduct credit and criminal checks on the successful candidates.

The process required various iterations and refinements, but within just a few months, Cashbuild's senior management were extremely satisfied with the process and renewed the contract for an additional 12 months.

The client instituted a nationwide policy that all store recruitment had to be driven through the Lulaway process in order to guarantee standardisation.

With the structures in place, Lulaway took control of Cashbuild's national retail recruitment process as described above.

## **The Results**

Since implementation, Lulaway has met all the required targets and drastically improved all aspects of Cashbuild's recruitment process. Lulaway developed a customised solution which combined its' state-of-the-art online database with optimised procedures.

*“Lulaway have continuously provided satisfactory service that is customised to suit our needs. We would recommend Lulaway to any corporate looking for a custom recruitment solution.”*

Peter Champion, HR Executive, Cashbuild SA

The result was a notable improvement in the calibre of recruits, whilst the attrition of new staff decreased across all stores. To date, the following has been achieved:

- 929 placements by Lulaway (90% of all staff)
- Average turnaround time of 3 weeks from vacancy to job offer
- Average retention of staff recruited by Lulaway – 92%
- Centralised head office control of recruitment nationwide
- Increased efficiency of recruitment procedures
- Guaranteed standard of entry-level employees in all stores
- Increased calibre of entry-level staff
- Blacklisted staff prevented from being hired at other branches
- 12-month contract renewed after initial pilot

## About Lulaway

Lulaway is a leading youth employment agency. Lulaway focuses on job creation initiatives and works with government, the private sector & non-profit organisations to ensure maximum impact in employment. Lulaway has placed 25,000 youth in jobs since its inception in 2011, and offers unemployed youth around the country a diverse range of job opportunities. For more information, visit [www.lulaway.co.za](http://www.lulaway.co.za)

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