

Recruit Me Ltd

Robert and Maria Nolan established a recruitment agency, Recruit Me Ltd, in 1998. The company is well known and respected in the recruitment industry in Ireland. The main office is located in Dublin but there are also six sub offices throughout the country. The company has been quite successful. However, the economic downturn has had a very serious impact on the business. The core business for Recruit Me Ltd is recruitment for four large multinational companies. Robert and Maria know that in order to survive, a major change of direction is required. A restructuring programme within the company has just been completed. Employees were offered voluntary redundancy packages and job sharing opportunities. Having reduced the workforce the task of reinventing the company began in earnest. A meeting of the senior management team was held to assess the situation and to discuss the future direction of the company. A SWOT analysis of the business was conducted. There were very detailed discussions of new ideas and ways to diversify in the new economic environment. This led to the development of a new business plan and mission statement.

Corporate Social Responsibility (CSR) is a business practice which involves participating in initiatives that benefit society. Recruit Me Ltd has always had a very strong CSR programme. To further their CSR strategy they have decided to try to meet the needs of a new type of jobseeker in the Irish market i.e. the professional, skilled person, who having been employed for many years, is now struggling to find work. To achieve this, Recruit Me Ltd has introduced a free Careers Programme, provided by staff volunteers, which is available to jobseekers one day each week. They provide a range of services including, developing a professional profile, preparing a CV and practising successful interview techniques. They also offer free employment search and job matching supports.

Another potential growth area identified by Recruit Me Ltd is a programme to assist other companies to develop a CSR strategy. While output and profitability continue to be priorities for any successful company, the stakeholders in those companies also need to deliver a level of social responsibility which will impact on business practice. Recruit Me Ltd will emphasise to these companies that a CSR strategy will require consultation with staff and with the local community, as well as environmental awareness. Significantly, working conditions for employees, recruitment procedures, training and promotion practices and people management need to recognise the importance of fairness, equality of opportunity and the value of all types of work including volunteer work.

Recruit Me Ltd has also taken the opportunity to offer support for new start-up enterprises. With excess space available in their offices, they now offer fully serviced desks for a nominal rent. It is a professional space where entrepreneurs have access to printing, broadband and communication facilities, while being surrounded by likeminded people. Recruit Me Ltd offer these fledgling businesses support in accessing grants from government agencies, as well as dealing with the legal and tax implications of starting a business. It is hoped that once these businesses are established they will move to their own premises and employ more workers. Recruit Me Ltd believes that even though this aspect of the business is currently non-profit making it should generate more clients for them in the future.

Robert and Maria believe that the strategy of diversification has had a huge impact on themselves, their employees and their company. They were prepared to take measured risks and to make a commitment to change. They saw the value of drawing on innovation and creativity within the company. They consider that their action plan for job creation is a positive way to help society. The highly effective, talented and committed team at Recruit Me Ltd, led by Robert and Maria, have weathered the worst of the downturn in the economy.

Because of their visionary leadership and the supports they have given to employees, individuals and other companies they have been nominated for a national social entrepreneur's award.



1. Based on your reading of this case study, explain **three** of the following terms:
 - Mission Statement
 - Stakeholders
 - Equality of opportunity
 - Entrepreneur
 - CV

2.
 - (i) Explain the term “Corporate Social Responsibility” (CSR)
 - (ii) Outline a corporate social responsibility policy implemented by Robert and Maria in Recruit Me Ltd.
 - (iii) Outline the areas that Recruit Me Ltd would recommend for inclusion in a corporate social responsibility strategy for another company.

3.
 - (i) Explain the term “diversification” as used in the case study.
 - (ii) Discuss the reasons why it is important for a business to diversify.