



Prifysgol Cymru

Y Drindod Dewi Sant

University of Wales

Trinity Saint David

Name: Andriy Kovtun

Student ID: 2410666

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Lecturer: Dr. Toyin Adisa

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Introduction to Greggs

- ▶ Greggs is one of the biggest bakery chains in the UK (Greggs, 2024).
- ▶ Started in 1939 in Newcastle.
- ▶ Now has more than 2,000 shops in cities like London and Birmingham.
- ▶ Famous for bakery food such as sausage rolls, sandwiches, and coffee.
- ▶ Greggs is changing its business by using more digital tools and delivery services (BBC News, 2023).

Recruitment Process Overview

Goal: *Find the right person, for the right job, at the right time (Armstrong, 2020).*

Main steps:

- 1) Identify the job vacancy
- 2) Job analysis
- 3) Job description and person specification
- 4) Advertise the role
- 5) Shortlist candidates
- 6) Interview and test

Job Analysis

- Job analysis means studying the job to understand what the worker must do (CIPD, 2024).
- It helps HR know what skills and experience are needed.

For a Business Transformation Project, it includes:

- Change management skills
- Good communication
- Problem-solving and flexibility
- For example a Change Manager or Project Coordinator (Indeed, 2024)

Job Description

The job description gives clear details about the role (Armstrong, 2020), this includes:

- Job title and purpose
- Main duties
- Who the person reports to
- Working hours and place

Example (Change Manager):

- Support business change projects
- Work with teams and managers
- Track progress and report results
- Improve efficiency (Greggs, 2024)

Person Specification

- Shows what type of person is needed for the job (Rees & Smith, 2021).
- Example (Change Manager):
 - Degree in Business, HR, or Management
 - Experience in business change
 - Good communication and teamwork
 - Motivated and positive attitude
 - Focused on customer needs

Interview Type 1: Structured Interview

- Each candidate answers the same questions (CIPD, 2024).
- Makes the process fair and easy to compare.
- Helps avoid bias and mistakes.
- Greggs uses structured interviews to give all candidates equal chances.

Interview Type 2: Competency-Based Interview

- ▶ Focuses on what people did in the past (Indeed, 2024).
- ▶ Example: “Tell me about a time you led a team during a big change.”
- ▶ Helps check real experience and skills.
- ▶ Useful for project and management roles (Armstrong, 2020).

Interview Type 3: Panel Interview

- Group of interviewers ask questions together (CIPD, 2024).
- Can include HR, manager, and department leader.
- Helps make fairer decisions and reduces personal bias.
- Common at Greggs for senior or important roles.

Questioning Techniques

- **Probing Questions:** Ask for more details. Example: “Can you explain more about that?”
- **Open Questions:** Let the person talk freely. Example: “How do you work under pressure?”
- **Leading Questions:** Suggest an answer. Example: “You enjoy teamwork, don’t you?” (avoid using too much).
- **Socratic Questioning:** This method uses deeper questions to make the candidate think and explain reasons behind their answers. It helps find out how people solve problems and make decisions (Harrison, 2022).
- Greggs uses mostly probing and Socratic questions to understand motivation and behaviors.

Face-to-Face vs Online Interview

Point	Face-to-Face Interview	Online Interview
Body Language	Easy to see expressions	Hard to read body language
Cost	More travel and time	Cheaper and faster
Communication	More personal	May have internet issues
Flexibility	Fixed time and place	Can join from anywhere
Best For	Final stage or senior job	First stage or remote role

Conclusion

- Greggs needs strong recruitment for its transformation project.
- Job analysis, clear job description, and fair interviews help success.
- Structured and competency interviews are best choices.
- Socratic questions find real thinking and motivation.
- Face-to-face and online interviews both useful in different stages.

(Greggs, 2024; Armstrong, 2020)

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