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Slide 1 – Cover Slide

Company: Tesco UK

Transformation: Multi-year
digital & operational
transformation – including store
modernisation, end-to-end
supply chain digital

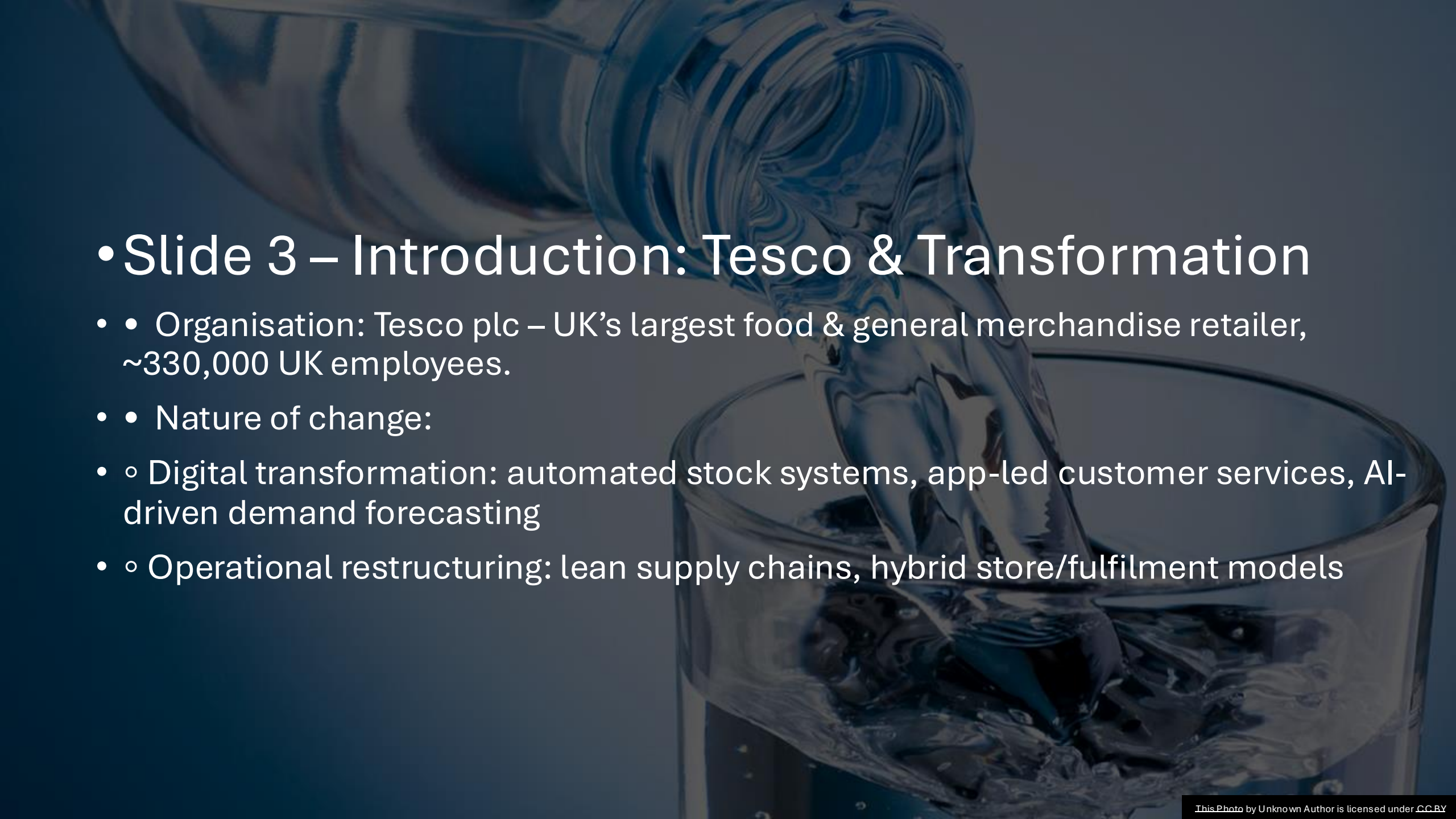


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Title: Recruitment & Selection to Support Organisational Transformation

- Subtitle: A Framework for Tesco UK
- Prepared by: HR Officer
- Date: July 2026
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A background image showing water being poured from a glass bottle into a glass. The water is captured in motion, creating a dynamic splash and ripples. The image has a dark, blue-tinted overlay.

• Slide 3 – Introduction: Tesco & Transformation

- • Organisation: Tesco plc – UK's largest food & general merchandise retailer, ~330,000 UK employees.
- • Nature of change:
 - ◦ Digital transformation: automated stock systems, app-led customer services, AI-driven demand forecasting
 - ◦ Operational restructuring: lean supply chains, hybrid store/fulfilment models

Slide 4 – Overview of the Strategic Recruitment Process

- Job analysis – define purpose, duties, skills, context of the role
- Job description – formal statement of responsibilities & reporting lines
- Person specification – distinguish essential vs desirable knowledge, skills, behaviours & attributes
- Attraction – targeted advertising to reach candidates with transformation experience
- Screening & selection – interviews + assessment aligned to role needs
- Selection decision & onboarding – integrate new hires into change culture
- Logic: poor planning leads to misalignment – recruitment must reflect future not just current needs (CIPD, 2025)



Slide 5 – Job Analysis & Role Definition

- Purpose: collect factual data about what the role requires, how it fits the wider transformation
- Methods: observation of similar roles, consultation with change leads, review of transformation project plans
- Key outputs:
 - Critical objectives: e.g. “deliver new inventory system within 12 months”
 - Context: cross-functional teams, budget responsibility, stakeholder influence
 - Competencies: adaptability, ambiguity management, stakeholder engagement
- Note: for transformation roles, focus less on routine tasks and more on change capabilities (Bratton & Gold, 2023)



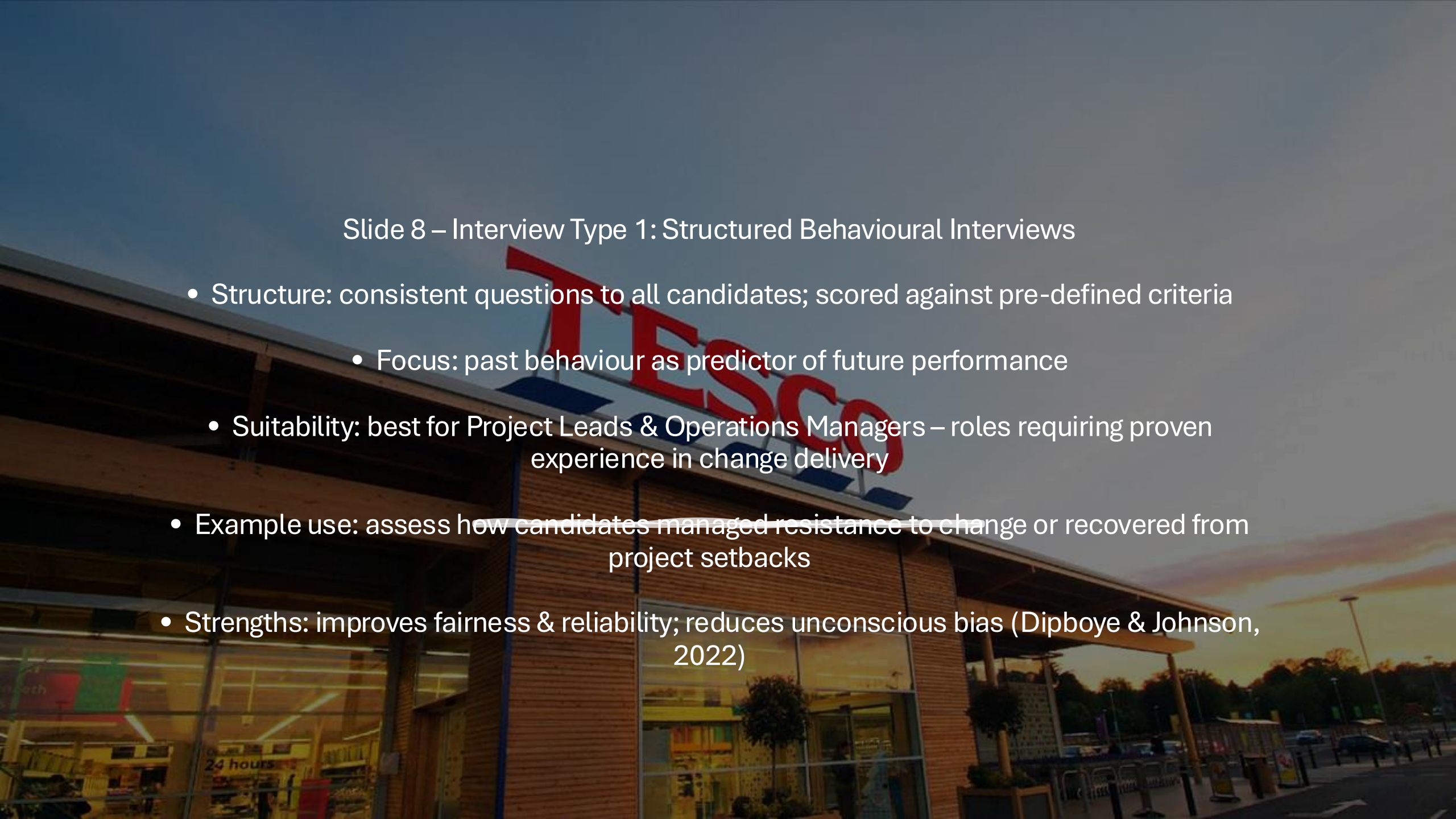


- Slide 6 – Job Description & Person Specification
- Job Description – example: Project Transformation Lead
 - • Lead delivery of store process redesign programmes
 - • Liaise with store, IT & finance teams
 - • Manage project risks & budgets up to £500k
 - • Report progress to Transformation Steering Group
- Person Specification – split into:
 - • Essential: project management qualification, experience in retail/operational change, ability to influence without authority
 - • Desirable: digital transformation experience, agile methodology training
 - • Legal note: must avoid discriminatory criteria under Equality Act 2010; focus on job-relevant factors only

Slide 7 – Sourcing & Advertising Channels

- Internal first: existing staff with cultural knowledge – supports retention & development
 - External channels:
 - Professional networks: LinkedIn, industry bodies (Chartered Institute of Procurement, Project Management Institute)
 - Specialised recruiters: for digital/change roles
 - Tesco careers portal + job boards targeted at senior/technical candidates
- Rationale: transformation roles need specific expertise – broad advertising may reduce efficiency (Taylor, 2024)



A photograph of a Tesco store at dusk. The large red 'TESCO' sign is mounted on the roof of the building. The store's interior is visible through the glass windows, showing shelves stocked with goods. A '24 hours' sign is visible in the window. The sky is a mix of blue and orange from the setting sun. The overall scene is dimly lit, with the store's lights providing the primary illumination.

Slide 8 – Interview Type 1: Structured Behavioural Interviews

- Structure: consistent questions to all candidates; scored against pre-defined criteria
 - Focus: past behaviour as predictor of future performance
- Suitability: best for Project Leads & Operations Managers – roles requiring proven experience in change delivery
- Example use: assess how candidates managed resistance to change or recovered from project setbacks
- Strengths: improves fairness & reliability; reduces unconscious bias (Dipboye & Johnson, 2022)



Slide 9 – Interview Type 2: Panel Competency-Based Interviews

- Structure: 2–3 interviewers representing HR, business area & transformation team
- Focus: evidence against specific competencies: strategic thinking, collaboration, adaptability
- Suitability: Change Communications & Digital Manager roles – where cross-functional credibility is key
- Benefits: multiple perspectives; more robust assessment of interpersonal skills
- Consideration: requires clear panel training to ensure consistent scoring (CIPD, 2025)



Slide 10 – Interview Type 3: Situational / Case Study Interviews

- Structure: present realistic transformation scenario – e.g. “a store network resists new working practices – how would you approach this?”
- Focus: problem-solving, judgement & planning in ambiguous situations
- Suitability: Supply Chain Systems Analyst & Strategy-focused roles – where technical + change skills combine
- Advantage: tests ability to apply skills rather than just describe them (Roberts, 2023)

Slide 11 – Justification of Questioning Techniques

- Behavioural questions: “Tell me about a time you led a project through significant setbacks...” – builds evidence of resilience & delivery track record
- Situational questions: “If we needed to roll out a new tool with limited training time, what would you prioritise?” – assesses adaptability & planning
- Probing questions: “What exactly was your role in that decision?” – clarifies individual contribution vs team effort



Slide 12- Face-to-Face vs Virtual Interviews

Aspect	Face-to-Face	Virtual
Support building:	Stronger building: Stronger, observation of non-verbal cues; More limited, risks disconnection	Flexible, wider candidate pool, faster scheduling
Logistics:	More travel time & cost, limited geographic reach,	Flexible, wider candnical/competency screening
Assessment depth:	Better for role visits, presentations, team fit; Effective for technical/competency screening	Recommendation: Final stage panel interviews for senior change leads; Early screening + technical interviews virtually
Inclusivity:	May disadvantage those with	technical interviews virtually

Slide 13 – Recommendations & Conclusion

Recommendations:

1. Align all recruitment criteria to transformation goals – not just current role requirements
2. Use structured interviews to reduce bias & improve consistency
3. Combine behavioural + situational questions to assess experience & potential
4. Use virtual interviews for efficiency; reserve face-to-face for final stages & cultural fit assessment
5. Train interview panels on transformation priorities & legal compliance





Conclusion:

Recruitment is not just filling posts – it is building the capability to deliver change. By using robust, targeted processes aligned to strategy, Tesco can recruit people who not only have the skills but the mindset to make transformation succeed.

Slide 14 – References

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- Would you like me to expand any section i