TITLE: RECRUITMENT & SELECTION DURING ORGANISATIONAL TRANSFORMATION

COMPANY: ASDA

SEFORA TANASE

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LECTURER: AMER KAREEM / MUDASSAR HASAN DATE: JUNE 2026



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Introduction: ASDA & Its Transformation

ASDA is one of the UK's largest supermarket retailers, operating over 600 stores and employing more than 140,000 people nationwide. The company is currently undergoing a significant organisational transformation following its acquisition by the Issa Brothers and TDR Capital. This transformation includes modernising store operations, expanding online grocery services, integrating new digital technologies, and restructuring management roles to improve efficiency and competitiveness. As a result, ASDA requires new talent in areas such as digital operations, supply chain optimisation, data analytics, and change management.

: ASDA's transformation focuses on digital modernisation, operational restructuring, and online expansion (ASDA Annual Report, 2024).



- **Recruitment Process Overview**
- Workforce planning to identify transformation-critical roles
- Job analysis to determine required skills and competencies
- Creation of job descriptions and person specifications
- Selection of appropriate advertising platforms
- Shortlisting using objective criteria
- Use of structured, competency-based, and technical interviews
- Final selection and offer
- Onboarding to integrate new hires into transformation projects
- **:** A structured recruitment process enhances fairness, consistency, and organisational performance (Armstrong & Taylor, 2020).

1. Job Analysis, Job Description & Person Specification
2. Job Analysis
3. Identifies tasks, responsibilities, and required competencies
4. Methods: interviews with managers, observation, document review
5. Job Description
6. Outlines role purpose, duties, reporting lines, KPIs
7. For ASDA, this may include digital retail operations, supply chain coordination, or store transformation tasks
8. Person Specification
9. Essential: customer focus, digital literacy, teamwork, adaptability
10. Desirable: retail experience, leadership skills, problem-solving
11. : Job analysis ensures alignment between organisational needs and employee capabilities (Bratton & Gold, 2019).

Advertising Platforms

ASDA Careers website

LinkedIn for management and digital roles

Indeed & Glassdoor for broad recruitment

Retail-specific platforms (e.g., RetailChoice)

Apprenticeship and graduate schemes

Internal mobility programmes to retain talent

: Online recruitment platforms increase reach and improve candidate quality (CIPD, 2023).



1. **Structured Interviews**
2. Standardised questions asked to all candidates
3. Ensures fairness, reliability, and reduced interviewer bias
4. Suitable for roles requiring consistency, such as Store Managers or Team Leaders
5. Helps assess alignment with ASDA's customer-focused values
6. Structured interviews have higher predictive validity than unstructured formats (Campion et al., 1997).



- **Competency-Based Interviews**
- Focus on behaviours linked to ASDA’s leadership and customer service competencies
- Example: “Describe a time you managed a team through change.”
- Useful for assessing leadership, teamwork, and adaptability
- Aligns with ASDA’s transformation goals
- **In-text citation:** Competency-based interviews assess behaviours aligned with organisational values and performance expectations (Wood & Payne, 1998).

Situational / Technical Interviews

Situational questions assess decision-making in hypothetical scenarios

Example: “How would you handle a major stock shortage during peak hours?”

Technical questions for digital or supply chain roles

Ensures candidates can respond effectively to real ASDA challenges

In-text citation: Situational and technical interviews help evaluate job-specific judgement and problem-solving (Ployhart, 2006).

- **Appropriate Questioning Techniques**
- **Behavioural Questions**
- Explore past experiences to predict future performance
- Example: “Tell me about a time you improved customer service.”
- **Situational Questions**
- Assess how candidates would respond to hypothetical challenges
- **Competency-Based Questions**
- Linked to ASDA’s values: service, respect, integrity, excellence
- **Probing Questions**
- Used to clarify or deepen responses
- **Socratic Questioning**
- Encourages critical thinking and reasoning
- **In-text citation:** Effective questioning techniques improve the accuracy and depth of candidate assessment (Huffcutt et al., 2014).

Face-to-Face vs Virtual Interviews

Aspect	Face-to-Face	Virtual
Communication	Strong non-verbal cues	Limited body language
Assessment	Better for customer-facing roles	Efficient for early screening
Cost	Higher	Lower
Convenience	Less flexible	Highly flexible
Suitability	Store roles, leadership roles	Digital roles, nationwide recruitment

- **Conclusion & Recommendations**
- Use structured, competency-based, and situational interviews for transformation-critical roles
- Apply behavioural, situational, and probing questioning techniques
- Use virtual interviews for early stages and face-to-face for final assessments
- Ensure recruitment processes align with ASDA’s digital and operational transformation
- Maintain fairness, transparency, and consistency throughout the selection process
- **In-text citation:** Effective recruitment supports organisational transformation and long-term capability building (Ulrich et al., 2017).

- **Reference List (Harvard Style)**

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Thank you for listeing



ANY questions ?