

BT Group: Digital Transformation and Recruitment Strategy

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BT Group and Organisational Transformation



BT Group and Transformation

This presentation examines how BT Group can recruit and select employees effectively during its digital transformation.

BT Group is one of the UK's leading telecommunications companies.

Current transformation includes:

- Expansion of fibre broadband services
- Increased use of AI and automation
- Cloud technology
- Improved digital customer experience
- Modernisation of internal systems

New roles Required

- Change Manager
- Project Manager
- Data Analyst
- Digital Transformation Specialist

Source (BT Group plc,2024)

Recruitment Process Overview

Recruiting the right Candidate

Workforce Planning

Job Analysis

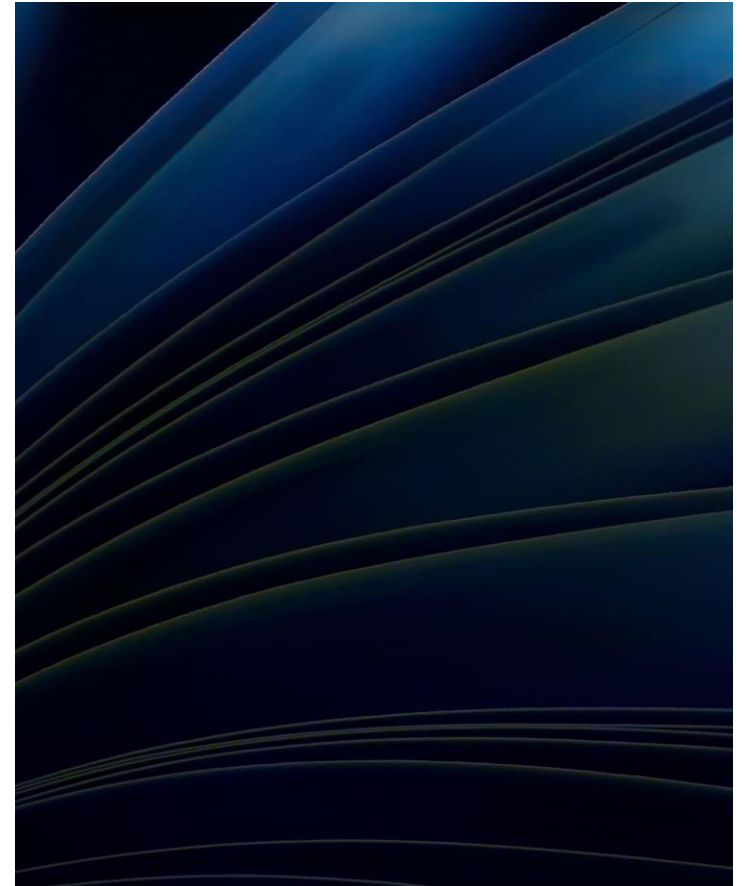
Job Description

Person Specification

Recruitment Advertising

Selection Process

Source (Armstrong and Taylor, 2023)





Job Analysis

Example Role:

Digital Transformation Specialist

Responsibilities

- Manage digital projects
- Improve business processes
- Support organisational change

Required Skills

- Communication
- Problem -Solving
- Data analysis
- Project management

Source (Bratton and Gold, 2023)

Job Description

Change Manager

Main Responsibilities

- Lead transformation projects
- Communicate change initiatives
- Support employee engagement
- Manage resistance to change

Reporting To

- Transformation Director

Source, (Wilton, 2022)

Person Specification & Recruitment Platforms

Person Specification

- Essential Requirements
- Degree qualification
- Leadership skills
- Change management experience
- Communication skills

Recruitment Platforms

- LinkedIn
- BT careers Website
- Recruitment Agencies
- Professional Networks

Source (Wilton, 2022)

(CIPD, 2024)

Structured Interview

Advantages

- Fair and consistent
- Easier candidate comparison
- Reduced interview bias

Disadvantages

- Less flexibility

Suitable Roles

- Project Manager
- Financial Analyst

This method improves fairness and consistency when recruiting multiple candidates.

Source (Dessler, 2020)



Panel Interview

Advantages

- Multiple viewpoints
- Better decision making
- Reduced individual bias

Disadvantages

- May increase candidate stress

Suitable Roles

- Change Manager
- Operations Manager



This approach provides different perspectives but may increase pressure on candidates

Source (Torrington et al., 2023)

Competency - Based Interview

Advantages

- Measures relevant skills
- Predicts future performance
- Focuses on real experience

Limitation

- Depends on real experience

Suitable roles

- Change Manager
- Digital Specialist

This method is effective because previous behaviour is often a good predictor of future performance.

Source (Armstrong and Taylor, 2023)

Questioning Techniques

Effective Questioning Techniques

Behavioural

“Tell me about a time you managed change”

Situational

“How would you handle employee resistance”

Competency-Based

“Describe a successful project”

Probing

“What actions did you take”

Source (Dessler, 2020)

Face-to-Face vs Virtual Interviews

Face-to-Face	Virtual
Stronger personal interaction	Lower cost
Better observation	Wider talent pool
More personal experience	Technical issues
Recommendation	
BT Should use virtual interviews for initial screening	
And face-to-face for final stage	

Source (CIPD, 2024)

Workforce Strategy & Equal Opportunities



Workforce Strategy

- Identify future skill requirements
- Develop talent pipelines
- Recruit specialist employees
- Support long-term transformation

Equal Opportunities

- Structured interview scoring
- Standardised questions
- Diversity and inclusion policies
- Equal treatment of candidates

Source (CIPD, 2024)
(Armstrong and Taylor, 2023)

Conclusion & Recommendations

Key Recommendations

Workforce planning

Structured recruitment process

Competency-based interviews

Behavioural questioning

Hybrid interview approach

Equal opportunity recruitment

Conclusion

Recruiting the right people is critical to BT's successful transformation.

Effective recruitment and selection will help BT achieve its digital transformation objectives.



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