

Slide 1 – Business Organization and Transformation

Company: National Grid

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Slide 3 – Introduction to National Grid

- National Grid is a major energy company with an important role in the UK's electricity transmission system.
- The organisation operates in an industry that is changing because of:
 - New technology
 - Digitalisation
 - Changing customer needs
 - The move towards cleaner energy
 - Increasing demand for reliable electricity
- National Grid's digitalisation strategy identifies data and digital technology as important tools for the energy transition.
- Therefore, the organisation needs employees with the right technical, digital and management skills.

Slide 4 – National Grid's Organisational Transformation

- National Grid is working towards a more modern and digitally enabled energy system.
- Its transformation involves:
- Greater use of digital technology
- Better use of data
- Improving business processes
- Developing new technical capabilities
- Improving efficiency
- Supporting the changing energy system
- Developing employees' skills
- This transformation means that National Grid needs people who can work effectively with technology, data, projects and organisational change.

Key point

- Successful transformation depends not only on technology but also on having the right people and skills.

Slide 5 – Recruitment Process

- National Grid should follow a clear recruitment process to find the **right candidate at the right time for the right role**.
- **Main stages:**
- **1. Identify the need**
 - Understand why a new employee is required.
- **2. Job analysis**
 - Identify the duties and skills needed.
- **3. Job description**
 - Explain the responsibilities of the position.
- **4. Person specification**
 - Identify the qualifications, experience and personal qualities required.
- **5. Advertise the vacancy**
 - Use appropriate recruitment channels.
- **6. Shortlist candidates**
 - Compare applications against clear criteria.
- **7. Interview and assess**
 - Use suitable interview and assessment methods.
- **8. Select and appoint**
 - Choose the candidate who best meets the requirements.
- A structured process can make recruitment fairer and reduce the effect of personal bias.

Job Analysis	Job Description	Person Specification
Job analysis identifies what a particular role involves. - Project management skills - Digital knowledge - Leadership - Communication - Problem-solving - Change-management experience - Ability to manage deadlines	The job description explains: - Job title - Main duties - Responsibilities - Reporting arrangements - Expected performance	The person specification identifies: - Qualifications - Experience - Technical skills - Communication skills - Leadership - Teamwork - Adaptability



These documents give recruiters clear criteria for selecting candidates.

Slide 7 – Advertising the Vacancy

National Grid should advertise transformation roles through suitable recruitment channels.

Possible channels:

- National Grid's careers website
- LinkedIn
- Professional recruitment websites
- Recruitment agencies
- Graduate and professional networks
- Internal recruitment

The advertisement should include:

- Job title
- Responsibilities
- Required skills
- Qualifications
- Experience
- Location
- Working arrangements
- Application instructions

The language should be clear and inclusive so that suitable candidates from different backgrounds feel encouraged to apply.

An effective recruitment process should be fair and should focus on the candidate's ability to perform the role.

- **Slide 8 – Interview Type 1: Structured Interview**
- A **structured interview** uses a prepared set of questions for all candidates.
- The interviewer asks candidates the same core questions and uses agreed criteria to score their answers.
- **Advantages**
- Candidates are assessed consistently.
- It makes comparison easier.
- It can reduce interviewer bias.
- It supports fairer decisions.
- It provides evidence against the person specification.
- **Example**
- **“Tell us about a project where you introduced a new digital system.”**
- The interviewer can score the answer according to:
- Planning
- Leadership
- Problem-solving
- Communication
- Results
- **Why is it suitable for National Grid?**
- Transformation roles can involve significant responsibility, so candidates should be assessed using consistent and objective criteria



- **Slide 9 – Interview Type 2: Behavioural Interview**
- A behavioural interview asks candidates about **previous experiences**.
- The interviewer wants to understand how the candidate behaved in a real situation.
- **Example questions**
- **“Tell us about a time when you managed resistance to change.”**
- **“Describe a difficult project you successfully completed.”**
- **“Give an example of when you solved a workplace problem.”**
- **Skills that can be assessed:**
- Leadership
- Teamwork
- Communication
- Problem-solving
- Adaptability
- Managing change
- **Why is it suitable?**
- National Grid transformation roles may involve working with employees who have different views about new technology or new ways of working.
- Previous experience can therefore provide useful evidence about a candidate's ability to manage change.

- **Slide 10 – Interview Type 3: Situational Interview**

- A situational interview gives the candidate a **hypothetical workplace problem** and asks how they would respond.

- **Example**

- **“Imagine that employees are refusing to use a new digital system. What would you do?”**

- A strong answer might show:

- Good communication
- Leadership
- Problem-solving
- Understanding of employee concerns
- Ability to manage resistance
- A practical approach to change

- **Another example**

- **“What would you do if an important transformation project was six weeks behind schedule?”**

- **Why is it useful?**

- Transformation can create unexpected problems.
- Situational questions allow National Grid to assess how candidates might think and make decisions when facing new challenges.



- **Slide 11 – Appropriate Questioning Techniques**
- National Grid should combine different questioning techniques.
- **Behavioural questions**
- Focus on previous experience.
- **Example:**
“Tell us about a time you successfully managed organisational change.”
- **Situational questions**
- Focus on how the candidate would deal with a future situation.
- **Example:**
“What would you do if a team refused to adopt a new technology?”
- **Competency-based questions**
- Test a skill required for the role.
- **Example:**
“Give an example of how you demonstrated leadership.”
- **Probing questions**
- Ask for more information.
- **Example:**
“What was your personal contribution to the project?”
- **Follow-up questions**
- Help the interviewer understand the candidate's reasoning.
- **Example:**
“What was the outcome and what did you learn?”

Recommendation

A combination of these techniques gives National Grid a broader understanding of the candidate.

Slide 12 – Face-to-Face vs Virtual Interviews

Face-to-face	Virtual
Direct personal interaction	Interview takes place online
Easier to create a traditional interview environment	More flexible for candidates
Useful for assessing interpersonal interaction	Can save travel time
Requires travel and physical attendance	Candidates can attend from different locations
Can support relationship building	Fits well with digital working
May require more organisation	Technology problems can occur

Face-to-face interviews

These may be useful for roles involving:

- Leadership
- Team management
- Stakeholder relationships
- On-site operations

Virtual interviews

These may be useful for:

- Digital specialists
- Data analysts
- Technology roles
- Candidates working remotely
- Initial interviews

Best option National Grid could use a hybrid approach, depending on the role. However, candidates should be assessed using the same standards regardless of whether the interview is online or in person.(CIPD, 2024)

- **Slide 13 – Recommendations for National Grid**

- **1. Use clear job analysis**

- Identify the exact skills required for each transformation position.

- **2. Use structured interviews**

- Ask candidates consistent questions and use an agreed scoring system.

- **3. Use different question types**

- Combine behavioural, situational and competency-based questions.

- **4. Use trained interview panels**

- More than one interviewer can help reduce individual bias.

- **5. Combine interviews with practical assessments**

- For example:

- Data analysis exercise

- Project presentation

- Problem-solving task

- Case study

- CIPD recommends using several selection methods where appropriate rather than relying only on an interview.

- **6. Provide equal opportunities**

Recruitment should be fair, inclusive and based on the requirements of the job.

- **Slide 14 – Conclusion**

- National Grid's digital and organisational transformation requires employees with new skills and capabilities.
- A successful recruitment process should:
- Identify the correct workforce requirements.
- Create clear job descriptions.
- Develop accurate person specifications.
- Advertise vacancies effectively.
- Use fair shortlisting methods.
- Use suitable interviews.
- Ask relevant questions.
- Compare candidates using objective criteria.
- Structured, behavioural and situational interviews can provide useful evidence about candidates.
- Both face-to-face and virtual interviews have benefits. National Grid should select the format according to the role while ensuring that candidates are assessed fairly.

- **Final recommendation**

- National Grid should use a **structured and evidence-based recruitment process** that combines interviews with relevant practical assessments.
- This can help the organisation recruit employees who have the technical, digital, leadership and change-management skills needed for successful transformation.

Slide 15 – References

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