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Component 1- Individual
Presentation

Developing and Managing
Individuals and Teams-
LCLM5002



Today's Presentation Overview

- Introduction
- Company Overview
- Importance of Effective Recruitment
- Recruitment Process
- Job Analysis
- Job Description
- Person Specification
- Training & Development Overview
- Learning Needs Analysis
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Introduction

Organisations rely on both teamwork and individual performance to succeed

Recruitment ensures the right people are placed in the right roles

Training and development improve employee skills, motivation and productivity

HR plays a key role in ensuring smooth organisational operations

(Armstrong & Taylor, 2023)

Overview of Asda (UK)

- Asda Stores LTD, is commonly known as Asda, is a major British supermarket and retail chain headquarters in Leeds, West Yorkshire, England .
- Founded in 1949 as Associated Dairies & Farm Stores and rebranded to Asda in 1965.
- It has grown into one of the largest grocery retailers in the UK with over 1,100 stores nationwide as of early 2025.
- Asda serves millions of customers each week combining supermarket, convenience, fuel, fashion and online offerings.
- Smaller convenience store format has rolled out across the UK known as Asda Express offering thousands of products for quick shopping trips.
- Asda operates forecourts that provide fuel plus essentials for shoppers on the move.
- Asda detains a strong online shopping service with home delivery and click-and-collect options- serving most UK households.



Importance of Recruiting the Right Team Member

- Recruiting the right team member is vital to the success of any organisation because employees directly influence performance, customer satisfaction and workplace.
- Ensures high-quality customer service
- Reduces employee turnover and recruitment costs
- Improves team morale and performance
- Supports smooth day-to-day store operations

Recruitment Options:

- Asda uses both internal and external recruitment for a position like customer assistant .
- Internal- Promotions: an existing colleague moves up to a higher position .
- External – uses vacancies externally such as public careers website , social media or recruitment agencies

THE RECRUITMENT FUNNEL



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Steps in the Recruitment Process at Asda

1. Job Analysis- Job analysis is the first step in Asda's recruitment process. Asda reviews the role to understand:

- Key duties and responsibilities
- Skills and competencies needed
- Working hours, location, and conditions
- How the role supports customer service and store performance

At Asda:

Managers analyse store needs (e.g. customer demand, staffing levels, seasonal peaks) to decide whether a new colleague, supervisor or manager is required.

2. Job Description- A job description clearly outlines what the job involves. At Asda, the job description includes:

- Job title (e.g. Store Assistant, Section Leader)
- Main duties (customer service, stock replenishment, operating tills)
- Working hours and shift patterns
- Reporting lines (e.g. reporting to a Team Leader)
- Health & safety responsibilities

This helps candidates understand what is expected and whether the role suits them.



3. Person Specification- The person specification describes the ideal candidate for the role. At Asda, this usually includes:

- Required skills such as communication, teamwork, time management
- Experience
- Personal qualities (friendly, reliable, customer-focused)
- Values that match Asda's culture (respect, integrity, putting customers first)

This helps Asda shortlist applicants fairly and consistently.

4. Vacancy Advertisement - Once the job role is defined, Asda advertises the vacancy .At Asda, vacancies are advertised through:

- Asda careers website
- Online job boards
- In-store posters
- Social media platforms

The advertisement includes:

- Job title and location
- Key responsibilities
- Required skills and qualities
- Pay, benefits, and flexible working options
- How to apply and closing date

This ensures Asda attracts a wide and diverse range of applicants.

5. Application and Shortlisting

- Candidates complete an online application form and upload a CV.
- Applications are shortlisted against the person specification to ensure fairness and equality.



6. Interview and Assessment

- Shortlisted candidates attend an interview (in-person or online).
- Questions are often competency-based, focusing on customer service and teamwork.
- Some roles include assessments or group activities.

7. Selection and Job Offer

- The best candidate is selected based on interview performance and fit with Asda's values.
- A conditional job offer is made.

8. Pre-Employment Checks and Onboarding

- Right-to-work and background checks are completed.
- The successful candidate receives a contract and completes induction and training.

Important for Asda because ;

This Whole Process Is

- ✓ Ensures the right people are hired
- ✓ Improves customer service and store performance
- ✓ Reduces staff turnover
- ✓ Promotes fairness, equality and diversity



Job Analysis

- Job analysis is the structured process of gathering, documenting, and analysing information about a specific job—its duties, required skills, qualifications, and the context in which it's performed. The purpose of job analysis is to define what a job entails, identify the requirements to perform it successfully, and provide data that supports broader HR decisions.(Grunwald,2023)
- Asda uses job analysis to clearly understand what each role involves and to make sure the right people are recruited, trained, and managed effectively.

Asda applies job analysis in practice, linked to its retail operations:

- Identifying Job Duties and Responsibilities Asda analyses each role (e.g. customer assistant, warehouse operative, section manager) to determine:
 - Daily tasks (serving customers, stock replenishment, operating tills)
 - Level of responsibility (cash handling, team supervision, health & safety)
 - Working conditions (shift work, weekends, physical demands)

This ensures every role supports Asda's goal of excellent customer service and efficiency

Job Description

- A Job Description or JD lists the main features of a specific job. The description typically includes the person's main duties, responsibilities, and working conditions. It also includes the job title and to whom the person holding that job has to report. It is only possible to do a job description, however, after carrying out a job analysis.(Market Business News ,2023)

Role: Customer Assistant

Reports to: Store Manager

Responsibilities:

- Provide friendly, helpful, and efficient customer service at all times
- Operate checkouts accurately, including handling cash and card payments
- Replenish stock on shelves and ensure products are well presented
- Maintain high standards of cleanliness, hygiene, and health & safety
- Assist customers with product queries and direct them to the correct aisles
- Follow Asda's policies and procedures, including security and food safety
- Work as part of a team to meet store targets and customer satisfaction goals



Person Specification

- According to Morris, 2025 a person specification is a written description of the ideal candidate for the role. It should set out the skills, knowledge, qualifications and experience the employer considers are needed for someone to perform the role to the required standard. The person specification is generally written along with the job description, which details the purpose and tasks of the role being recruited.

Job role : Customer Assistant

Essential skills :

- Good communication skills to interact positively with customers and colleagues
- Strong customer service skills with a friendly and helpful approach
- Ability to work effectively as part of a team
- Basic numeracy skills for handling payments and operating tills
- Ability to follow instructions, policies, and procedures

Desirable skills :

- Previous experience in retail or customer service
- Experience using tills or stock control systems
- Basic knowledge of food safety regulations
- Ability to deal confidently with customer complaints



Interview, Selection and Induction

Interview Types and Techniques at Asda (Customer Assistant):

- Structured Interview- All candidates are asked the same questions, and the answers are scored against set criteria.
- Behavioural Interview- Candidates are asked to describe experience to be able to assess teamwork and problem-solving abilities.
- Group Interview- Asda may invite several candidates at once to complete team-based tasks to be able to observe teamwork skills and communication.

Interview Techniques used are such as :

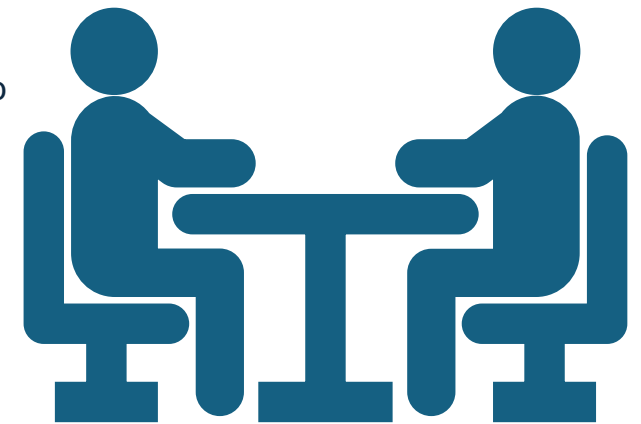
- Open-Ended Questions
- Situational Questioning
- Values-Based Questioning
- Situational Questioning

Selection at Asda

- Application Screening
- Online Assessments
- Interview Stage
- Final selection decision
- Job offer & Onboarding

Induction at Asda

- Welcome and Introduction
- Company Policies and Procedures
- Job Role Training
- Online and In-Store Training
- Support and Supervision
- Review and Confirmation



Behaviourist Learning Theory

Behaviourist learning theory (Skinner) suggests that people learn through:

- Stimulus → response → reinforcement
- Behaviour is shaped by rewards (positive reinforcement) and consequences
- Repetition and feedback encourage desired behaviour.

Asda uses this approach because retail work depends on consistent customer service behaviours and routines.

Asda uses behaviourist learning theory in recruitment and training by focusing on observable behaviours, repetition, and reinforcement. Customer Assistants are trained through clear instructions and practice, and positive behaviour is encouraged through rewards, feedback, and progression opportunities.



Cognitivist Learning Theory

Cognitivist learning theory concentrates on how people think, understand, remember, and solve problems. Unlike behaviourism, it is not just about rewards and repetition, but about mental processes.

- Learning involves thinking and understanding
- Employees actively process information
- Problem-solving and decision-making are important
- Knowledge is stored and applied in new situations

Key theorists include Jean Piaget and Jerome Bruner

Asda uses scenario-based and situational questions, such as: “What would you do if a customer was unhappy with a product?”

Candidates must think, analyse the situation, and explain their decision. Asda selects candidates who can:

- Understand customer needs
- Make logical decisions
- Apply company values

This shows Asda values thinking ability, not just past behaviour.



Humanist / Experiential Learning Theory

Humanist learning theory (Maslow, Rogers) focuses on the whole person and believes people learn best when they:

- Feel valued, supported, and motivated
- Have opportunities for personal growth
- Learn in a positive, inclusive environment

Learning is learner-centred and driven by self-development, not just rules or rewards.

Experiential learning theory (Kolb) states that learning happens through experience. The cycle includes:

1. Doing (experience)
2. Reflecting
3. Learning
4. Applying

People learn best by actively doing the job, not just listening or reading.

Asda uses humanist learning theory by supporting employee wellbeing, motivation, and personal development. Experiential learning is used through on-the-job training, where Customer Assistants learn by doing, reflecting, and improving performance in real work situations.



Conclusion

To conclude , Asda uses a well-structured and effective recruitment and selection process to ensure the right people are appointed to customer-facing roles such as Customer Assistant. By combining clear job analysis, fair selection methods, and structured interviews, Asda can identify candidates who not only have the required skills but also demonstrate the right attitude and behaviours for the role.

Asda's recruitment approach is strongly supported by a range of learning theories.

- Behaviourist learning theory is evident through competency-based interviews, structured induction, repetition of tasks, and reinforcement through praise, feedback, and progression opportunities. This helps ensure consistent customer service and reliable performance across stores.
- Cognitivist learning theory is used by encouraging employees to understand procedures, think independently, and solve problems, enabling Customer Assistants to deal effectively with real-life situations on the shop floor.

Integrating these learning theories into its recruitment, induction, and development processes, Asda ensures employees are well trained, motivated, and capable of delivering high-quality customer service.

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