

RECRUITMENT AND SELECTION DURING ORGANISATIONAL TRANSFORMATION



DEVELOPING AND
MANAGING INDIVIDUALS
AND TEAMS

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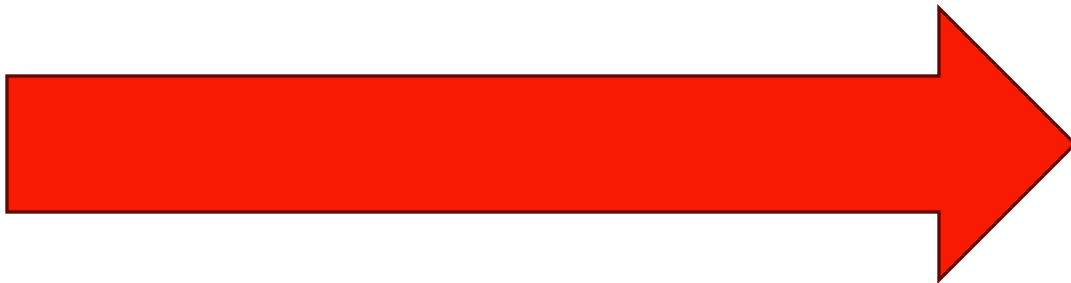
- One of the UK's largest retailers
- Over 300,000 employees
- Physical stores and online services
- Focus on customer satisfaction

ABOUT TESCO

I chose Tesco because it is one of the largest retailers in the UK.

The company serves millions of customers with physical stores and online shopping.

Tesco is investing in technology and improving customer service, which makes it a good example of a company undergoing organisational transformation.



ORGANIZATIONAL TRANSFORMATION

- Expansion of online shopping
- Investment in digital technology
 - Supply chain improvement
 - Better customer experience
 - New digital job roles



Tesco is changing the way it works by investing in digital technology and improving online services.



These changes require new skills and new employees. Because of this, recruitment and selection become very important to support the company's transformation.

KEY ROLES REQUIRED

<u>POSITION</u>	<u>PURPOSE</u>
Project Manager →	Manage transformation projects
Change Manager →	Support employees during change
Digital Specialist →	Improve digital systems

To support this transformation, Tesco needs to recruit people with different skills. A Project Manager can lead the change, a Change Manager can help employees adapt to new processes, and a Digital Specialist can improve technology and online services.

TESCO RECRUITMENT PROCESS



- The recruitment process starts by identifying what the company needs. After that, Tesco creates a job description and a person specification.
 - The vacancy is advertised, applications are reviewed, interviews are completed, references are checked, and finally the successful candidate receives a job offer and starts induction.

STRUCTURED INTERVIEW

- ✓ Same questions for every candidate
- ✓ Fair and consistent process
- ✓ Easy to compare candidates
- ✓ Best for Project Manager

- I would use a structured interview because every candidate answers the same questions.
- This makes the recruitment process fair and helps Tesco compare applicants more easily.
 - It is especially useful when recruiting a Project Manager because the company needs consistent and objective decisions.

COMPETENCY BASED INTERVIEW

✓ Leadership

✓ Communication

✓ Problem-solving

✓ Teamwork

✓ Best for Change Manager

- A competency-based interview focuses on the candidate's previous experience and skills.

It helps Tesco understand whether the person has the leadership, communication, and problem-solving abilities needed to manage organisational change successfully.

PANEL INTERVIEW

Participants

- HR Manager
- Department Manager
- Project Leader

Benefits

- ✓ Different opinions
- ✓ Better decisions
- ✓ Best for Digital Specialist

- A panel interview allows different managers to assess the same candidate.
- This reduces personal opinion and leads to better recruitment decisions.
- I think this interview is a good choice for recruiting Digital Specialists because different departments can evaluate both technical and communication skills.

QUESTIONING TECHNIQUES

TECHNIQUE	WHY?
Behavioural	Understand past behaviour
Competency-Based	Measure job skills
Probing	Get more detailed answers

Recommendation

Use all three techniques together.

- I believe Tesco should combine these three questioning techniques.

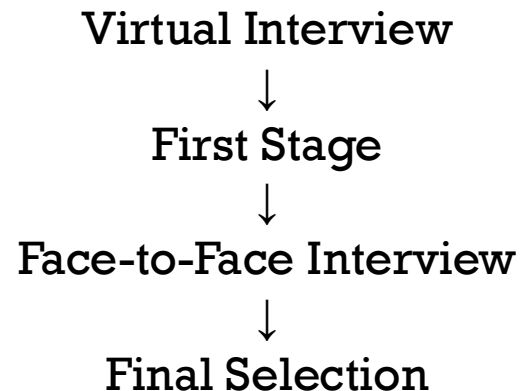
Behavioural questions help predict future performance, competency-based questions measure important skills, and probing questions encourage candidates to give more detailed answers.

- Together, they provide a better understanding of each applicant.

FACE-TO-FACE X VIRTUAL INTERVIEWS

FACE TO FACE	VIRTUAL
Better communication	Faster process
Observe body language	Lower cost
Personal interaction	Greater flexibility

RECOMMENDATION



- Both interview methods have advantages.
- Virtual interviews save time and reduce costs, while face-to-face interviews allow managers to observe body language and communication skills.
- In my opinion, Tesco should use virtual interviews in the first stage and face-to-face interviews for the final selection.

CONCLUSION

Recommendations for Tesco

- ✓ Plan recruitment carefully
- ✓ Recruit the right people
- ✓ Use different interview methods
- ✓ Apply effective questioning techniques
- ✓ Combine virtual and face-to-face interviews
- ✓ Provide a good induction programme

To conclude, I believe Tesco can improve this organisational transformation by using a well-planned recruitment process. Choosing the right candidates, using suitable interview methods, and applying effective questioning techniques will help the company recruit employees who can support future success.



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THANK YOU