



THE TIMES 100

Tesco brief

Introduction

Tesco employs more people than any other private sector firm. It employs more than 360,000 people. Tesco has stores in 12 other countries round the world. It is vital for Tesco to find the right people to fill a wide range of store and non-store roles. These include:

- check-out staff, stock handlers and specialists like bakers
- stock management and other staff in depots
- Head Office roles such as finance and marketing.

Tesco needs people that can help it to meet its aims. To make sure it gets the right staff, Tesco has a structured recruitment programme.

Workforce planning

Workforce planning looks at Tesco's future staffing needs. It allows Tesco to plan for the future. Jobs are created through:

- people leaving their jobs, for instance, retiring or being promoted
- new stores opening both in the UK and abroad
- changes in the technology and processes that Tesco uses requiring new skills.

Tesco uses a workforce planning chart to plan its needs for new staff. Many people are promoted from within the business. The appraisal process, carried out each year, helps staff identify what job they would like to do next and how to get it.

A key part of workforce planning is to describe the job role clearly. A job description describes the job title and role. A detailed person specification is also needed. This describes the type of person who would fit the job. These documents provide the information for job advertisements. They also show recruiters how and where a person would fit into Tesco's structure.

Skills

Tesco needs employees to have specific skills and behaviours at each level of the organisation. Tesco's organisation chart has customers at the top. This shows Tesco's clear aim is to serve their needs. The work in Tesco is split into six work levels. These range from front-line jobs . working with customers . through support roles, to leaders with responsibility at the top level. Tesco's strategy is set out by managers at the top level.

Attract and recruit

Tesco first needs to attract the right standard of worker. Tesco advertises jobs in a number of ways. Firstly, it looks within the business. It has an internal talent plan showing which workers are looking to move and what skills they can offer. Outside the company, it advertises on its website and in stores. For more specialist jobs, like bakers, it puts adverts in trade magazines, online or via TV and radio.

Selection

Tesco needs to choose the best people from those that apply. It screens them to make sure that they fulfill its needs. First, they will look at a candidate's CV. This gives education and work history. Those who pass this screening are interviewed. Candidates may then go to an assessment centre, run in a Tesco store by managers. Here, they carry out a number of exercises involving team working and problem solving. Those who pass this assessment then have a second interview.

Conclusion

Workforce planning is a vital tool for Tesco. It is vital for any business that wants to make sure that it gets the staff it needs. Tesco has wide ranging and user-friendly techniques to make sure that it attracts the best staff to its many job roles.