



THE TIMES 100

Tesco summary

Introduction

Tesco has more than 360,000 employees, making it the UK's biggest private sector employer. Tesco also operates in 12 other countries round the world and therefore needs people across a wide range of store and non-store roles including:

- check out staff, stock handlers and specialists like pharmacists and bakers
- stock management, transportation and other staff in depots
- head office roles such as finance and marketing.

To make sure it has the people it needs to help it meet its business objectives, Tesco has developed a structured recruitment programme.

Workforce planning

This is the process of analysing the future staffing needs of an organisation and allows Tesco to plan ahead. Jobs are created through

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

Tesco uses a workforce planning chart to plan its needs for new employees. Many people are promoted from within the business. The annual appraisal scheme helps employees identify the job they would like next and how to get it.

A key part of workforce planning is clear job descriptions - job title and duties . and person specifications . the type of person needed for the job. Together these provide the information for job advertisements. They also demonstrate to Tesco how and where applicants would fit into the organisation.

Skills and behaviours

Tesco needs employees to have specific skills and behaviours at each level of the organisation. Tesco's aim to serve its customers needs is demonstrated by its organisation chart having customers at the top. The work in the organisation is divided into six work levels, ranging from front-line jobs . working directly with customers . through support roles, up to leadership and responsibility at the top level. Senior managers set out Tesco's overall strategy.

Attract and recruit

Tesco needs to attract them the right standard of worker to apply. Tesco advertises jobs in different ways. First it looks within the business at its internal talent plan. This shows which workers are looking to move and their skills. Externally it advertises online and in stores, whilst for more specialist jobs, like pharmacists and bakers, it advertises in specialist magazines, online or via TV and radio.

Selection

Tesco needs to choose the most suitable people from the applicants. It screens applicants to make sure that they fulfil its requirements. First, managers look at a candidate's curriculum vitae (CV) which gives education and work history. These who pass this screening are invited to interview. Candidates may then be invited to an assessment centre, run in a Tesco store by its managers. Applicants are given a number of exercises to complete including team working and problem solving activities. Candidates who pass this then have a second interview.

Conclusion

Workforce planning is a vital tool for a business that wants to make sure that it always has the right employees and skills available. Tesco has developed wide ranging and user-friendly techniques to make sure that it attracts the best applicants to its many job roles.