

## Lesson resource

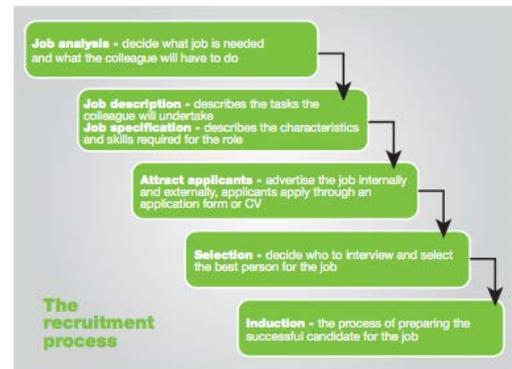
# Recruitment and selection – Asda

### Human Resource Management (HRM)

HRM is one of the four key functions of any organisation, the others being finance, operations and marketing. HRM involves consideration of:

- workforce planning
- recruitment and selection
- training
- appraisal
- motivation and employee recognition.

At the heart of HRM is the need for effective workforce planning. This involves conducting audits to establish the organisation's workforce requirements both now and in the future. This information allows the HR department to plan to ensure they recruit appropriate numbers of workers with the required skills. The diagram illustrates an overview of the main stages involved in recruitment and selection.



Asda is a growing company operating in highly competitive markets. The main reason for recruitment at Asda is due to expansion of the business and colleague turnover. Colleague turnover occurs for a variety of reasons, for example, retirement of existing colleagues and internal promotion which create gaps. As part of Asda's HRM it seeks to retain as many colleagues as possible and aims to fill 70% of its leadership team vacancies through internal promotion. Last year it exceeded this target with over 80% of its vacancies being filled internally. A benefit of promoting from within is that existing colleagues already share Asda's beliefs.

Asda's comprehensive HR strategies engage colleagues and support the organisational culture. This includes Asda's 'Best Welcome' induction programme, 'Star programme' to recognise excellent customer service, as well as Asda Academy's framework for training and development and its 'Colleague Steps' for career progression. Asda offers its colleagues a wide range of opportunities for career development. This includes supporting and investing in its colleagues to gain qualifications that will enable them to become the next generation of leaders at Asda

Asda promotes career opportunities on its dedicated careers website. When recruiting, it aims to attract and retain talented colleagues with the best fit for the job. Part of the attraction comes from offering competitive salaries and benefits such as its Sharesave scheme and colleague discounts. In 2013 Asda's Sharesave scheme had record payouts where 19,040 colleagues shared £61.7 million.

Applications are registered through Asda's online recruitment system, Asda's HR team then shortlist appropriate candidates for interview or an assessment centre. Two documents are vital here: a job description and a personal specification. A job description indicates what the job entails, specifying what tasks will be undertaken by the appointed colleague. The personal specification outlines the essential and desirable personal qualities and skills required for the role. These inform applicants and help managers select the candidates that best match the requirements for the position. The assessment centre known as either 'Asda Reality' or 'Asda Magic' provides an opportunity for candidates to demonstrate their strengths which align to Asda's culture, beliefs and way of working. When recruiting internally, an appraisal is used to help inform the selection process. An appraisal is where a colleague discusses their performance, skills and development opportunities with their manager.

Once selected, the final part of the recruitment process involves providing appropriate training. At Asda, each new colleague is put into a specific training plan designed for their role. This is based around the company's 'Colleague Steps' process which has three key stages – 'Step In, Step On, Step Up'. This training varies from attending training workshops to taking formal qualifications relevant to their role.



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### Questions

1. Describe the stages involved in the recruitment process.

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2. Explain why placing new colleagues into a specific training plan for their role helps Asda to ensure that their recruitment process is effective.

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3. Evaluate how important Asda's recruitment process is in maintaining its organisational culture.

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4. Analyse the importance of 'recruitment and selection' to Asda as one of the five areas of Human Resource Management.

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### Task

Using a suitable source, identify a job role that is currently available and carry out research into what the job entails. Use the information you find out about the job to write a job specification for it. Remember that the job specification should describe the ideal person for the role, both in terms of the experience and qualities that the person should have.

### What have you learned?

Write 5 interview questions that you would not want to be asked in an interview – and then think of a suitable answer for each one!