



THE TIMES 100

Edition 14

Tesco: How training and development supports business growth

Answer sheet

Questions

1. How was Tesco formed?
Tesco was formed when Jack Cohen sold groceries from a stall in the East of London. He bought surplus stocks of tea from T.E. Stockwell. The two combined and formed TESCO tea in 1929.
2. Why is it important for a company such as Tesco to have a high retention rate of labour?
It is important because it means that Tesco will have to recruit more employees and train them which costs time and money. Tesco also wants to expand and it is important that there are enough staff to keep up with operations.
3. What is Tesco's primary aim?
To expand and diversify.
4. Why is it important for the staff of Tesco to understand the aim?
So that the staff grow with the company. There is always an opportunity for progression in terms of job role and promotion.
5. How many staff does Tesco have?
460000 employees worldwide.
6. What is workforce planning? Why is it important?
With Tesco's aim of growing and diversifying, it is important that there are the right numbers of staff in the right position at the right time. Training needs are met if skill sets are not to the required level and illness, maternity, paternity is covered.
7. What are the advantages and disadvantages of on-the-job and off-the-job training?
On-the-job training is specific to the job, which allows the employees to learn and be assessed directly. The employee is still working during the training and therefore is still productive. The employee puts the learning into practice and any issues can be resolved immediately.

Off-the-job training can be expensive and unless structured and focused, can be an uneventful day which may cause resentment amongst employees. The employees are not working in their normal jobs and therefore productivity is low. However, this allows employees to network, learn about the company and its objectives and learn specific skills or teambuilding.



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8. What is the difference between coaching and mentoring?
Coaching is where a manager or designated colleague helps employees work through problems until solutions have been found, whereas mentoring is when the employee can go to the mentor for advice.
9. What are SMART objectives and why are they important to motivation?
SMART objectives give focus and realistic targets that can be achieved. Employees will be motivated by these objectives as they are achievable in terms of volume and time frame. If targets cannot be achieved at the beginning then what is the point.
10. What is a 360 degree appraisal used in Tesco?
Is where everyone associated with a colleague gives feedback on their performance so that the employee has been assessed as a whole rather than on one particular skill? A great shelf stacker with poor customer service. Does Tesco want that?
11. How can the training system used in Tesco support growth of the business?
The training system can ensure that employees firstly stay with Tesco, that they have the right skills and understand all aspects of the business and therefore will feel comfortable in working in the different sections of the store and are assessed for promotion early on. This allows the business to grow in terms of competitiveness and outlets.
12. Why is job rotation an important part of training in Tesco?
So that there is never a shortage of employees in one particular station. It also helps with gaining a better understanding of the different skills needed in each area, which may improve the employees overall skill level and knowledge.