To centralise or not to centralise?

Driving best practice in resourcing and selection in a large and complex international business
Matt Flury
Group Resourcing Manager
Tesco
matt.flury@uk.tesco.com
Context
A huge piece of work led us to a model of what we felt “Leadership 2020” looked like at Tesco.
What was (is) the challenge?

- To embed the new model of performance and potential for recruitment…
- To drive resourcing capability across the business, so we **assess effectively** against the right criteria
- To make clear what the Key Principles are in terms of recruitment and induction across the Group
- To provide a baseline from which to continuously improve
- To support our on-going drive towards a Direct Sourcing Model

(Across a large complex Group (22 Businesses, 12 markets, 530,000 people))
My “stakeholders” (Simplified!)

**UK and ROI**
- Commercial
- Stores/Distribution
- Head Office/Support functions

**Asia**
- Korea
- China
- Malaysia
- Thailand
- Korea
- Hong Kong

**Europe**
- Czech Republic
- Slovak Republic
- Hungary
- Poland
- Turkey

**Developing Businesses**
- Blinkbox
- Dobbies
- Dunnhumby
- Giraffe
- Harris + Hoole
- Nutricentre
- OneStop
- Telecoms

**Others**
- Healthcare
- Tesco Bank
The (staged) plan

- Blueprint
- Guides & Tools
- Training
- Coaching/consulting
Resourcing Blueprint
WHAT THIS BLUEPRINT IS FOR

This Blueprint highlights the key principles that govern Resourcing at Tesco.

By using the same principles globally, and where necessary adapting these locally, we will ensure that there is a consistent approach to recruiting our people around the world. This will support our strategy by enabling us to build our team so we create more value by:-

- **Culture** – Recruiting engaged colleagues who live our values and contribute with courage and confidence
- **Capability** – Attracting colleagues who have the capability to help deliver our strategy and a great shopping trip for customers
- **Capacity** – Leveraging the skill and scale of the Group which will improve cost per hire, quality of hire and time to hire

To support this, we have created a series of Guides and Tools. These will help you with:-

- Approving Vacancies
- Attracting Candidates
- Selecting Colleagues
- Offering Jobs

OUR PRINCIPLES

- We comply with all relevant employment legislation
- Our external advertising follows Brand guidelines
- Our recruiters are trained and competent, and have the skills to select the best
- Our communication is warm and friendly and reflects our values
- Our vacancies are advertised internally and all internal candidates are considered
- We monitor KPIs and continually focus on making resourcing Better, Simpler and Cheaper

WHY DOES THIS MATTER?

Tesco is a growth business. We want to attract, select and on-board the best people who will share our values and have the capability to help deliver our strategy.

The Blueprint will enable us;

- To improve our service for our customers
- To help engage and motivate our colleagues
- To improve our quality of hire, time to hire and cost per hire
There are 4 Key stages to resourcing:

1. Approving Vacancies
2. Attracting Candidates
3. Selecting Colleagues
4. Offering Jobs

- Resource Forecasting
- Managing Headcount and Budget
- Job Descriptions
- Advertising the role
- Recruiting Diversity
- Employee Referral Schemes
- Working with Suppliers
- Digital Resourcing
- External talent pools and Market Analysis
- Key Metrics
- Designing an assessment process
- Applicant Screening
- Interviewing
- Psychometrics
- Assessment Exercises
- Assessment Centres
- Making an Offer
- Offer Conversion
- Keeping in contact

Supported by our tools:
- Organising Work and Team Blueprint
- Everyone Welcome Blueprint
- Employee Relations Blueprints
- Reward Blueprint
HOW WE ORGANISE OURSELVES

Critical roles

- Group Resourcing Managers
- Group Resourcing Researchers
- Group Resourcing Coordinators

- Personnel Directors
- Resourcing Managers
- Personnel Managers

- Business Leaders
- Directors
- Managers
- Team Leaders

- Business Leader and Director sourcing, selection and offer management
- Building a Resourcing Community of Practice
- Developing and governing resourcing blueprints, guides, tools and the careers website

- Management and colleague sourcing, selection and offer management
- Building resourcing capability
- Deploying, localising and continually improving resourcing blueprints, guides, tools and the careers website
- Developing 2 year resource plans

- Selecting all colleagues
- Approving offers
- Spotting external talent

For You (Group)

With You

By You (Driving Business)
OUR PEOPLE

Who will use the Resourcing Guides and Tools?
The Resourcing Guides and Tools can be used across the Group, by Resourcing colleagues, Personnel colleagues and Line Managers who are actively involved in Resourcing.

The tools we use

We have guides, training and toolkits to help us.

Appointing Vacancies
- Resourcing Forecasting - Principles
- Managing Headcount and Budget - Principles

Attracting Candidates
- Job Descriptions - Principles
- Advertising the role - Flowchart, Checklist
- Recruiting Diversity - Self-audit and Quiz
- Employee Referral Schemes - Checklist
- Working with Suppliers - Checklist
- Digital Resourcing - Checklist
- External talent pools & Market Analysis - Infographic/Checklist
- Key Metrics - Templates/Examples, Glossary

Selecting Colleagues
- Designing an assessment process - Examples/Templates, Checklists, Video Training
- Applicant Screening - Examples/Templates, Video Training
- Interviewing - Interview Toolkit, Interview Questions, Interview Skills Training
- Psychometrics - Example Processes, Video Training
- Assessment Exercises - Directory, Assessor Training
- Assessment Centres - Examples/Templates, Checklist, Assessor Training

Offering Jobs
- Making an Offer - Flowchart, Checklist
- Offer Conversion - Flowchart
- Keeping in contact - Checklist

Further Information

Please see the Group Resourcing Hub site for further information on Guides and Tools [https://tesco.sharepoint.com/teams/group-personnel/resourcing/Sitepages/Homepage.aspx](https://tesco.sharepoint.com/teams/group-personnel/resourcing/Sitepages/Homepage.aspx)
Resourcing Blueprint

Guides - Approving Vacancies
- Resourcing Forecasting
- Managing Headcount and Budget

Guides - Attracting Candidates
- Job Descriptions
- Advertising the role
- Recruiting Diversity
- Employee Referral Schemes
- Working with Suppliers
- Digital Resourcing
- External talent pools & Market Analysis
- Key Metrics

Guides - Selecting Colleagues
- Designing an assessment process
- Applicant Screening
- Interviewing
- Psychometrics
- Assessment Exercises
- Assessment Centres

Guides - Offering Jobs
- Making an Offer
- Offer Conversion

Guides - Inductions
- Director Inductions
- Manager and Colleague Inductions
Example Guide

Assessment Centres

How to use assessment centres to select the best candidates.

This document is part of the Selecting Colleagues Guide, designed by Group Resourcing. This can be found at [LINK]

Date published: Month / Year
Introduction

The Resourcing Blueprint

Tesco is a growth business. We want to attract, select and on-board the best people who will share our values and have the capability to help deliver our strategy.

The Resourcing Blueprint enables us;
• To improve our service for our customers
• To help engage and motivate our colleagues
• To improve our quality of hire, time to hire and cost per hire

Why Assessment Centres matter

Assessment Centres provide a great opportunity to observe and evaluate candidates’ job-relevant behaviours using rigorous and objective methods. They are a strong predictor of actual workplace behaviour and a solid basis for final decision-making.

What does this document do?

This document is designed to help line managers and personnel colleagues understand what Assessment Centres are and how they are used.

It will help you to;
• Understand when an Assessment Centre should be used
• Learn about the role of the Assessor, Assessment Manager and Administrator

Tools that support this Document

• Example Assessment Centre Matrix
• Example Integration Matrix
• Example Assessment Centre Timetable
• Assessment Centre Practicalities Checklist
• Assessment Centre Exercises Document

Date published: Month / Year
Principles

Start with what you want to measure and build your Assessment Centre around that.

Assessment Centres can be time consuming and costly – ensure that you really need one before committing to go ahead.

Assessors MUST be trained in objective assessment (fair, evidence based, unbiased) AND briefed before each Assessment Centre.

Keep a thorough and accurate file for each candidate of all the evidence collected at the Assessment Centre – this is important for decision-making and feedback.

Remember that candidates should have a positive experience at the Assessment Centre and of Tesco.

Roles

Sponsor
• May be involved as an Assessor in occasional circumstances but will mainly be responsible for ensuring that there is sufficient capability and resource to design and executed assessment centres well.

Facilitator
• Responsible for
  o Designing an assessment day and timetable
  o Identifying suitable assessors and ensuring they are fully trained
  o Reviewing the evidence to make an overall decision
  o Providing feedback to candidates

Assessor
• Usually involved as an Assessor
• Providing feedback to candidates
Process

Assessment Centres

What is an Assessment Centre?
- Assessment Centres (ACs) involve candidates completing a number of exercises in a realistic job setting, at a half- or full-day event whilst being observed by trained assessors
- ACs provide many opportunities to observe candidates’ job-relevant behaviours and skills

When are Assessment Centres used?
- ACs are typically used at the end of a selection process to make final hiring decisions

Designing an Assessment Centre
- Be aware of the other stages of the process and what they measure – your AC should fit within this and measure key areas of candidate behaviour that can only be observed in-person, as well as the most important aspects of candidates’ skills and behaviours to allow you to make a final decision
- Make an AC Matrix grid with areas you want to measure along one side and the exercises you are going to use to measure them along the top
- Keep it simple: aim to measure no more than three areas per exercise and no more than eight areas in total
- Ensure you have at least two exercises for each of the areas you want to measure, so that candidates have more than one opportunity to show their ability
- There are lots of different exercises you can use: role play, presentation, interview, etc. Check their cost and the time they require.
- Arrange the AC timetable so that candidates are seen by as many different Assessors as possible

Assessors
- The role of the Assessor is to observe and evaluate on a candidate’s performance against agreed, standardised areas. Assessors must:-
  - Be trained and briefed before the Assessment Centre
  - Be familiar with the areas being measured and the exercises
  - Observe candidates and accurately record only the behaviours that they see
  - Evaluate candidates only after each exercise is complete

Date published: Month / Year
### Before
- ACs work best with a maximum of 12 candidates and at least 1 assessor for every 2 candidates
- Create your timetable carefully; timetables from other ACs will help, but you will probably have to write one just for your AC; allow at least 10 minutes at the end of each exercise for assessors to review and write-up their notes
- Where possible, assign assessors to a different candidate for each exercise – this helps the evaluation of candidates to be objective
- Ensure you have booked the required rooms and obtained all materials: see the **Practicalities Checklist**
- Ensure your assessors have been briefed on the exercises to be used and the timetable for the AC
- Appoint an AC manager/organiser who is responsible for the successful running of the AC overall; this person should not be involved in assessing any candidates, but instead will ensure everyone and everything is in the right place at the right time on the day of the AC
- Prepare a folder for each candidate containing key information (e.g. their CV) and use this to collate the notes about the candidate at the AC itself
- Let candidates know in advance what to expect on the day; check for special requirements and make adjustments as appropriate

### During
- Ensure assessors keep to time; your AC manager/organiser must ensure this
- Collect all notes from assessors as you go along to save time at the end; put all the notes in the candidate file
- Create a supportive environment for candidates at all times
- Keep materials confidential and secure; ask candidates to return all materials after each activity
- The AC manager/organiser should create the **Integration Matrix** throughout the day

### After
- Carefully review the evidence for each candidate to make an overall decision; ensure you focus on the objective evidence rather than subjective opinions
  - Start with the best candidates, then the least good candidates, then the ones in-between; you will probably spend the most time discussing these ‘in-between’ candidates because they will have both clear strengths and clear areas for development
  - Evaluate candidates by each area you are measuring and not by an overall impression from each exercise
  - Identify key areas of strength and risk, and decide if the candidate should be progressed to the next stage
- Deliver thorough and meaningful feedback to candidates using notes from the integration session

**Date published: Month / Year**
## Tools

### Example Assessment Centre Matrix

In the example the assessment centre is being used to assess a sharp mind and leadership skills.

<table>
<thead>
<tr>
<th></th>
<th>Presentation</th>
<th>Group Discussion</th>
<th>Role Play</th>
<th>Interview</th>
<th>Psychometrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Sharp Mind</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Collaboration</td>
<td></td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Empathy</td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Resilience</td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Responsiveness</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Innovation</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

No exercise should assess more than three areas. Ensure each area is assessed at least twice. No exercise should assess more than three areas.
Decision Making – The Integration Session

Purpose of the integration session
• Provides a fair and objective review of the evidence gathered
• Establishes agreement and consensus among the assessors
• Focuses on the participants’ overall performance against the Critical Success Factor not the exercises
• To agree a pattern or profile of strengths and limitations for each candidate
• Produces decisions – Yes – No – Possible

Key considerations:
• Objective evidence from exercises reviewed
• Focussing on behavioural evidence from exercises against the competencies
• Looking for trends in the data
• Checking consistency across different centres for same job

Role of assessors at Integration
• Providing evidence and ratings
• Discussing and clarifying their own evidence
• Challenge others’ ratings
• Making final decisions
• Completing reports and feedback notes

Example Integration Matrix

<table>
<thead>
<tr>
<th></th>
<th>Presentation</th>
<th>Group Discussion</th>
<th>Role Play</th>
<th>Interview</th>
<th>Psychometrics</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Sharp Mind</td>
<td>3</td>
<td>2</td>
<td></td>
<td></td>
<td>3</td>
<td>(8/3=) 2.66</td>
</tr>
<tr>
<td>Collaboration</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td></td>
<td></td>
<td>(8/3=) 2.66</td>
</tr>
<tr>
<td>Empathy</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td></td>
<td></td>
<td>(10/3=) 3.3</td>
</tr>
<tr>
<td>Resilience</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3</td>
<td>(6/2=) 3</td>
</tr>
<tr>
<td>Responsiveness</td>
<td>3</td>
<td></td>
<td>3</td>
<td>4</td>
<td></td>
<td>(10/3=) 3.33</td>
</tr>
<tr>
<td>Innovation</td>
<td>3</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td>(5/2=) 2.5</td>
</tr>
</tbody>
</table>
## Tools

### Example Assessment Centre Timetable

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:00 – 09:30</td>
<td><strong>Candidates Arrive</strong></td>
</tr>
<tr>
<td>09.30 – 10.00</td>
<td>Welcome / Agenda / Outline of the role</td>
</tr>
<tr>
<td>10:00 – 11:00</td>
<td>Presentation (Candidates 1-4)</td>
</tr>
<tr>
<td></td>
<td>Presentation prepared before the day ‘My most significant contribution in work which I believe demonstrates my ability to be successful in this job’</td>
</tr>
<tr>
<td></td>
<td>25 mins per candidate</td>
</tr>
<tr>
<td></td>
<td>(10 – presentation &amp; 15 – questions)</td>
</tr>
<tr>
<td></td>
<td>Role Play (Candidates 5-8)</td>
</tr>
<tr>
<td></td>
<td>Real life scenario – assessor plays the role of direct report</td>
</tr>
<tr>
<td></td>
<td>25 mins per candidate</td>
</tr>
<tr>
<td></td>
<td>(10 – preparation &amp; 15 – role play)</td>
</tr>
<tr>
<td>11:00- 11:15</td>
<td>BREAK</td>
</tr>
<tr>
<td>11:15 – 12:15</td>
<td>Presentation (Candidates 5-8)</td>
</tr>
<tr>
<td></td>
<td>Presentation prepared before the day ‘My most significant contribution in work which I believe demonstrates my ability to be successful in this job’</td>
</tr>
<tr>
<td></td>
<td>25 mins per candidate</td>
</tr>
<tr>
<td></td>
<td>(10 – presentation &amp; 15 – questions)</td>
</tr>
<tr>
<td>12:15 – 13:00</td>
<td>LUNCH</td>
</tr>
<tr>
<td>13:00 – 13:45</td>
<td>Group Exercise (40 mins)</td>
</tr>
<tr>
<td>13:45 – 14:00</td>
<td>BREAK</td>
</tr>
<tr>
<td>14.00 – 15.00</td>
<td>Interview (Candidates 1,3,5,7)</td>
</tr>
<tr>
<td></td>
<td>Group Exercise (Candidates 2,4,6,8)</td>
</tr>
<tr>
<td>15:00 -15:15</td>
<td>BREAK</td>
</tr>
<tr>
<td>15.15 – 16.15</td>
<td>Interview (Candidates 2,4,6,8)</td>
</tr>
<tr>
<td></td>
<td>Group Exercise (Candidates 1,3,5,7)</td>
</tr>
<tr>
<td>16.15 – 16.45</td>
<td>Assessor write up time</td>
</tr>
<tr>
<td>16.45 – 18.15</td>
<td>Assessor integration</td>
</tr>
<tr>
<td>18:15</td>
<td>END OF THE DAY</td>
</tr>
</tbody>
</table>
Prepare the timetable and use this to work out how many Assessors and rooms you will need for the AC; a typical ratio is 1 Assessor for every 2 Candidates
If possible, have an Administrator who is not an Assessor there on the day of the AC, to help with practicalities and to fill-in the Integration Matrix during the day
Include refreshments for Candidates and Assessors in the timetable
Tell Assessors the time, date and location of the AC
Provide Assessor training / briefing as required to ensure that all Assessors are familiar with the schedule and activities
Invite Candidates and brief them with date, location, time, a description of the AC exercises and any work required in advance; ask Candidates if they have any special requirements you will need to accommodate on the day (e.g. dyslexia, wheelchair access)
Arrange the AC venue and make a visit to check what the venue is like, if necessary; ensure the rooms are suited to the types of exercises you’re using
Prepare the Integration Matrix, ready to input Candidate data on the day

Tools
Assessment Centre Practicalities Checklist

- Name badges
- Notepaper
- Pens / Pencils
- Timetables
- Assessor Guidelines for each exercise
- Participant scoring sheets for each exercise
- Integration Matrix
- A folder with each Candidate’s name on it, to collect papers during the day
- Stopwatch

- Administration Instructions
- Participant materials
- Pens / pencils
- Activity-specific materials as appropriate, e.g. calculator, notepaper

- Name badge
- Timetable
- Candidate attendance sheet
- Visible clock in each activity room

You may also find it useful to look at the Assessment Exercises Document [LINK]
Creating the material

**Created by** Subject Matter Experts + Group Resourcing Manager

**Feedback from** Business and Country colleagues: -
- Resourcing experts
- Personnel experts
- Line managers

Amends to the material as appropriate

Final Review/signoff – Head of Group Resourcing/ Director

Publish on Intranet

Continuous improvement
Engaging and Selling

- Top down and bottom up
- Resourcing “Community of Practice”

A connected group, innovating, creating and enabling world-class resourcing to support business strategy and deliver business value

- Regular emails and updates
(A selection of) Feedback so far

**Resourcing Manager, Hungary**
Good, simple structure, easy-to-follow content and texts…. Healthy length, focused, key messages are landed well …Good and practical tools….. It will be a huge step forward having all these available. …..It is really good to see that the essence is so much in each of them.. It gives good guides but freedom as well, great blend.

**(Commercial) Line Manager, UK**
They all make sense………. I can’t think of anything missing…useful and helpful for consistency purposes across the business – also they have all information at a high level in one place… seem to be the right level

**Head of Resourcing and Talent, Asia**
I think these look great and will definitely be useful for the teams.

**Group Commercial Resourcing Team**
Overall we felt the documents were really good and the candidates experience has been really well considered.
The (future) plan

- Blueprint
- Guides & Tools
- Training...
- Coaching/consulting...
  - Group Resourcing
  - Community of Practice
  - (Some) external suppliers
Final key messages/hints and tips

- Top down and bottom up
- Keep language simple
- Keep customers in your reviewing team to create a sense of ownership
- Use technology where possible
- Get going – get the ball rolling
- Continuous improvement mindset
- Community of Practice key
Thanks; Questions?

Matt.Flury@uk.tesco.com