

Note: Exercise 4.2, *The Use of the Critical Incident Technique to Analyze the Job of University Professor*, is available online at www.mhhe.com/bernardin6e.

EXERCISE 4.3: JOB ANALYSIS AT COMPTech

Overview

Chapter 4 discusses the purposes of job analysis and the derivation of the job description and job specifications as critical products. This exercise explores the methods that could be used to assess job specifications, to solve HR problems, and to consider the implications of the actions recommended.

Learning Objectives

After completing this exercise, you should be able to

1. Evaluate the processes that could be followed to assess job specifications.
2. Consider the legal and practical implications of the job specifications based on the methods you have recommended and the particular specifications you recommend.
3. Evaluate the best methods for developing training programs based on job analysis information.
4. Explore the use of job analysis to identify problems of high employee turnover.

Procedure

Part A: Individual Analysis

Before class, read the scenario presented next and answer the questions on Form 4.3.1. In the space provided, write down any questions for which you need answers in order to take a definitive position on any of the issues.

Part B: Group Analysis

In groups, students should review each member's Form 4.3.1 and then attempt to reach consensus on the requested positions. You are allowed to ask the professor only three questions, so decide what additional information is most important in order for you to address the most critical issues. A designated group spokesperson will present the positions of the group. Class discussion will focus on the positions taken.

Scenario

CompTech is a large retailer of computer products. With 442 stores in the United States and a plan for 70 more stores within 2 years, CompTech is the fastest growing computer retailer in the United States. The company's most important strategic objective is to meet customer requirements and expand the customer base into small-business workstations in order to build a long-term relationship. You have been retained to develop a plan for a

"CompTech University" that will provide training for all store managers before taking over a store. In addition, you have been asked to evaluate the hiring process for store managers, to assess problems, and to suggest solutions. CompTech, in competition with the other retailers, has had some difficulty recruiting store managers, and the problem appears to have worsened in recent years. In addition, its turnover rate of store associates is higher than the average in retail although it is offering competitive pay packages. Exhibit 4.3.1 presents the breakdown of management vacancies at CompTech, plus an ethnic and gender breakdown. The retailer's orientation in the past has been to hire experienced store managers from outside the company (approximately 60 percent of store managers are hired from outside the company). However, district managers, responsible for from 8 to 13 stores in a geographical area, are given great discretion in the methods and criteria they use to hire store managers (including job specifications). Historically, based on data from its comprehensive human resource information system (HRIS), the company has, over the years, hired 139 store managers who had MBAs when they were hired and another 178 who had at least 3 years' experience as store managers with another company. The company has had to employ a costly employment agency to locate managerial candidates along with an expensive advertising/recruiting campaign with frequent ads in *The Wall Street Journal* and the *New York Times*. The problem has become more acute in areas with an abundance of retail outlets where retail store managers are in great and increasing demand.

Jamie Carlyle, the vice president of human resources, has specific requests and would like you to consider these issues in particular:

1. Many district managers have required (and now require) an MBA or at least 3 years' experience as a store manager as a condition of employment to be hired as a store manager for that district. Carlyle would like you to devise a method for evaluating the validity, cost, and usefulness of these job specifications in particular. What method (or methods) of analysis do you recommend?
2. Carlyle wants to include training modules for store manager at CompTech University. How would you conduct a job analysis of the store manager job to determine what specific KASOCs are essential or critical for the job?
3. Carlyle is interested in a more "job-related" approach to selecting managers. How do we proceed with this objective?

Exhibit 4.3.1 CompTech Manager Demographics

	Assistant Manager	Associate Manager	Store Manager	District Manager
WM*	612	405	282	25
WF	292	164	56	8
BM	135	85	31	2
BF	115	41	15	0
HM	93	42	19	3
HF	41	20	10	0
Vacancies	20	12	30	3

*W, B, H, M, F represent White, Black, Hispanic, Male, and Female.

4. Carlyle has the job description for store manager that is copied in Exhibit 4.3.2. There is apparently no job description for the assistant and associate positions. How should she proceed?

5. The ability to fill store manager positions and the vacancy time is to some extent a function of geographical area. Carlyle is not sure the standard annual salary that CompTech pays the store manager is competitive. How could she proceed with a study of salary for store manager and its relationship to recruitment, vacancies, and turnover?

Carlyle is not certain how to go about addressing the most important HRM issues as they relate to CompTech's strategic plan and would like your advice on this issue as well. Finally, Carlyle welcomes any opinions regarding the manner in which CompTech is filling managerial positions and any issues related to HRM problems and CompTech's objectives. Use Form 4.3.1 to respond to these issues.

Exhibit 4.3.2 Job Description for Store Manager at CompTech

Plans and directs store operations. Major responsibilities are carrying out policy, managing daily operations and all human resources. Reports to District Manager.

Major Duties

- Direct and coordinate activities of all departments.
- Manage staff, prepare schedules, assign duties.
- Review financial statements, sales and activity reports, and other performance data to measure store performance.
- Impose departmental policies and convey store objectives.
- Determine staff requirements. Oversee interviewing, hiring and training of new employees.
- Monitor store's budget activities with maximum efficiency.
- Coordinate all activities with outside vendors.
- Manage the movement of goods into and out of store.

Annual pay: \$90,000 plus possible 10% performance-based bonus

Name _____

Group _____

FORM 4.3.1

1. What are the current **job specifications** for the store manager job? Based on the information you have (or could have), how would you assess the validity of these specifications? What approaches or methods would you use? (You can propose particular statistical analysis or particular job analysis methods, or both; be specific.)
2. What hypotheses or proposals do you have so far regarding CompTech's strategic position? What do you regard as the critical strengths and weaknesses based on the data you have?
3. Carlyle is giving strong consideration to hiring a full-time training and development manager for CompTech (CompTech has never employed such a specialist). How should she proceed as she considers this action? Could O*NET be helpful?

FORM 4.3.1 (Continued)

Name _____

Group _____

4. If CompTech decides to drop the MBA requirement, what possible effects could such a change in policy have on other human resource activities? What possible advantages do you see by keeping the MBA requirement?
5. Carlyle is partial to the use of the PAQ to set job specifications. What is your position on the use of the PAQ for this purpose relative to other job analysis methods?
6. Given Carlyle's interest in the training program and the "job-related" selection tests, what job analysis method should be used for the development of these HR products?

FORM 4.3.1 (Continued)

Name _____

Group _____

7. Could Carlyle use the O*NET to address any issues? If so, what could she learn?

Learning Objectives

After completing this exercise, you should be able to:

1. Explain how an individual's background and experience can influence their career choices.
2. Analyze how an individual's personality, interests, and abilities can influence their career choices.
3. Evaluate the potential for bias in the selection process and identify strategies to minimize bias.

Procedure

Part A: Individual Analysis

Read the case study and the background information on the individual. Then, using the information that is provided, analyze the individual's background and experience.

8. Do you see any potential EEO issues that should be considered at CompTech? Explain your answer and conduct any analyses you believe to be related to these issues.

Part B: Group Analysis

In groups, discuss the case study and the background information. Then, using the information that is provided, analyze the individual's background and experience. Discuss the potential for bias in the selection process and identify strategies to minimize bias.

Materials

The following materials are required for this exercise:

- Case study and background information on the individual.
- O*NET database.
- Selection process information.