

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 below 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 two 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). 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 two issues in particular:

1. Many district managers have required an MBA or at least three years' experience as a store manager as a condition of employment as a store manager. Carlyle would like you to devise a method for evaluating these job specifications in particular. What method 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?

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.

3. Carlyle is interested in a more “job-related” approach to selecting managers. How do we proceed with this objective?
4. Carlyle discovers that there is no formal job description for any retail management position. How should she proceed?

Carlyle is not certain how to go about addressing the most important HRM issues as they relate to CompTech’s strate-

gic 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.

FORM 4.3.1 (Continued)

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

8. Do you see any potential EEO issues that should be considered at CompTech? Explain your answer with as much detail as possible.