

Your Turn

The Customer-Service Agent

Read the accompanying article on a day in the work life of Bill Ryan. Then write a job description for the job of customer-service agent. Use the exhibits in this chapter to guide you in deciding what information in the story is relevant for job analysis.

1. Does the day diary include sufficient information?
2. Identify the specific information in the article that you found useful.
3. What additional information do you require? How would that information help you?

Pick a teammate (or the instructor will assign one) and exchange job descriptions with your teammate.

1. How similar/different are the two descriptions? You and your teammate started with exactly the same information. What might explain any differences?
2. What process would you go through to understand and minimize the differences?
3. What are some of the relational returns of the job?

Bill Ryan often deals with difficult people. It's what he gets paid for. He's one of 30 customer-service agents at Half.com, an online marketplace owned by eBay Inc., the Internet auction company. Like eBay, Half.com attempts to match buyers and sellers in a vast flea market featuring millions of products ranging from trading cards to camcorders. But unlike eBay, there's no bidding. Half.com lists items only at fixed prices. If you see something you like, pay the price and it's yours.

The other big difference with eBay is that for most of the products listed on Half.com, there's no way for buyers and sellers to interact directly. Usually there's no need to. To make a purchase, buyers use their credit cards or checking accounts to pay Half.com, which then automatically credits the amount to the seller's card or account—minus a transaction fee. Once the payment is made, the seller ships the product.

Despite a well-oiled system, however, questions arise. Things can go wrong. A purchased item doesn't arrive, or isn't in the condition the buyer expected. Or maybe an interesting product is listed but its description isn't clear.

And that's where Mr. Ryan and his colleagues come in, handling the buckets of e-mail and intermittent phone calls from curious, addled, and upset users. They pass information between buyers and sellers, answer questions, and resolve the occasional dispute. Half.com says that fewer than 1 percent of the site's transactions require customer service's involvement. But with more than 15 million items for sale—well, you do the math.

In fact, the customer-service department receives about 1,500 to 2,000 e-mails a day, of which nearly a third are complaints about transactions. The rest are mostly questions about the goods and how the site works. Mr. Ryan himself on a typical day fields between 60 and 100 e-mails and half a dozen phone calls. The calls are the most stressful. "People panic and they want answers," Mr. Ryan says. "If they are calling, they are not happy."

For Half.com—as well as most other e-commerce companies—customer-service agents like Mr. Ryan are the crucial link between the faceless website and the consumer. And how they deal with the public can make or break

a business. As Half.com's vice president for operations, says, "It costs too much to get a new customer only to fumble the relationship away." Half.com wouldn't discuss salaries. But Mr. Ryan and his colleagues, who are split into two shifts covering 8 a.m. to midnight, seven days a week, say they're satisfied with their wages, which include quarterly bonuses.

What he likes about the work, Mr. Ryan says, is the kind of customer problem that requires research and deep digging to find the resolution. What he sometimes doesn't like about his work are the routine questions that generate stock responses. Here's a day in Mr. Ryan's work life:

THE ANSWER MAN

8 AM Mr. Ryan strolls into the Half.com office in Plymouth Meeting, Pa., a short drive from his home. The company's single-story gray building is a former tire factory in this colonial-era industrial town on the outskirts of Philadelphia. Mr. Ryan works in a low-slung, black cubicle toward the back of the office, his space sparsely decorated.

The atmosphere at Half.com is decidedly young and casual. Jeans are the uniform. Mr. Ryan certainly fits in, though at 32 he's a few years older than most of his cubicle mates.

He started doing strictly customer service, answering customer e-mails. Now he also does what the company calls "trust and safety work": investigating fraud and looking for things on the site that are "funky." For instance, when Half.com receives a complaint from a buyer about a seller, it's Mr. Ryan's job to contact both parties and make sure there is no fraud occurring.

This day, because the site has received a high volume of e-mails, he's on regular customer-service duty. After checking the few internal e-mail messages he receives each day, he gets right to work. Mr. Ryan downloads his first batch of 10 e-mails for the day. He says it usually takes him about an hour to get through 10 messages.

8:10 AM The first e-mail is from a woman interested in buying an audio book on CD that she saw listed on the site. She wants to know whether the CD will work on her DVD player. But since she doesn't specify the exact listing, Mr. Ryan is stuck. He can't search for it among all the listings or contact the seller. The best he can do is suggest that she send him an item number so he can contact the seller with her question.

8:15 AM The next e-mail comes from a user who sold the Diana Krall CD "When I Look in Your Eyes," but lost the buyer's shipping information. The seller is concerned that a delay in her shipment will give the buyer reason to give her a negative rating on the site. After each purchase is made, the buyer gets a chance to rate the seller's performance on a scale from 1 to 5—"poor" to "excellent." Every rating sellers collect is displayed along with their user name next to subsequent items they list. Just one negative rating can ruin a seller's reputation, depending on how many sales he or she has made overall.

Mr. Ryan tracks down the details on this particular transaction in the Half.com user database. He identifies the buyer and writes an e-mail to explain that the seller lost the shipping address and "wants to let you know they are sorry for the inconvenience." He then e-mails the buyer's shipping address to the seller.

Mr. Ryan says he doesn't find the e-mails tedious. "There is such a variety of topics to respond to," he says. "I never get 50 of the same questions in a row." But, a few e-mails later, he shrugs with disapproval. The user's question could easily have been answered by going to the help section of the website: "Do I include shipping in the sale price or is it added later?"

Says Mr. Ryan, "It's a general question. I like the detailed research questions." Mr. Ryan pastes in an answer from a database of stock responses the customer-service team has put together. He then tacks onto the end of the e-mail a salutation that he draws from a list of suggested message closers provided by Half.

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GOT JUICE

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Half.com b the requirem

com. The list, the company says, makes it easier for the agents to write so many e-mails. For this message, Mr. Ryan chooses, "It was my pleasure to assist you."

GOT JUICE

9:30 AM After answering a few more messages, it's time for a coffee break. Mr. Ryan says he drinks two cups of coffee a day, a habit he picked up since starting at Half.com.

"A year ago I wouldn't have touched the stuff," he says. He heads to the kitchen, which is just down the hall from his desk. The well-lit room is stocked with free cappuccino, juice, soda, fruit, cereal, cookies, and other munchies. The cafeteria also doubles as a lounge with a satellite television playing ESPN, a Foosball table, and a ping-pong table. This early in the morning, however, most people are interested in the coffee.

9:48 AM An e-mail arrives from a Half.com colleague in charge of the stock-answer database. He writes that a response Mr. Ryan submitted on how users can sign up for direct deposit—linking their Half.com transactions with their checking accounts—would be included in the database. "There are so many things we don't have responses to," Mr. Ryan says. "It makes everyone's life easier to have the [database]."

9:50 AM The first 10 e-mails are done. Mr. Ryan downloads 10 more. One is from a father who several days earlier ordered the latest Sony PlayStation for his son's birthday and is concerned because it hasn't arrived yet. Half.com's policy is that if a buyer hasn't received an item within 30 days of the purchase, he or she can lodge an official complaint. The PlayStation seller is thus a long way from the delivery deadline. Nevertheless, as a courtesy, Mr. Ryan sends the seller an e-mail asking whether he can provide a shipping date and tracking number that Mr. Ryan can pass on to the restless father.

Half.com believes that help like this—beyond the requirements of its own rules—separates

its customer-service approach from that of other companies. When the company was starting out, says Training Supervisor Ed Miller, customer service tried to respond to as many messages as it could, as fast as possible. What the company learned, however, is that "customers don't mind if you take a little more time to answer their specific question." Instead of just firing off e-mails, Half.com now sees it as important to personalize each message. Even with the personalization, Half.com says it responds to most messages within 24 hours.

Communications with customers have a consistent and pleasant tone. E-mail messages should conform to the "grandmother rule." Each message should "make sense to my grandmother."

10:10 AM Bathroom break.

10:15 AM "All right," Mr. Ryan says eagerly, returning to his desk. He cracks his knuckles and starts typing.

A buyer who purchased a video game two months ago but never received it writes to thank Half.com for "hounding" the seller to send him the item. But he wants a refund. Mr. Ryan verifies the buyer's version of events in Half.com's records, then refunds the buyer's money and charges the seller's account for the amount of the sale. Mr. Ryan sends e-mails to both parties informing them of his action. Half.com's rules say that when an official complaint has been lodged the other party has five days in which to respond. In this case, the seller didn't respond, so the buyer won the dispute by default.

10:25 AM Snack time. Mr. Ryan breaks into a high-energy Balance bar—a little nourishment to get him ready for what comes next.

WRECKING CREW

10:30 AM Time to knock down some walls. Lively human-resources worker Alicia DiCiacco invites

Mr. Ryan and his colleagues to pick up sledgehammers and knock through a wall at the end of the office. Half.com's staff has doubled in the past year, and the company is expanding into adjacent space in the old tire factory. Everyone in the office takes turns whacking at the wall. Some of the younger males dish out screams of "I'm not going to take it any more!" and "Where's the Pink Floyd?!"—a reference to the 1970s rock album "The Wall" by Pink Floyd.

Mr. Ryan eats up the office energy. "It's exciting to work here," he says. "We're growing. We had the second launch of the site. [Half.com expanded its product line in April]. We're doing construction. It's good to come to work when the company is doing well."

11:15 AM Finished with another batch of 10 e-mails, he downloads 10 more, including two separate queries from customers who can't redeem special introductory coupons Half.com offers to new users.

11:47 AM Mr. Ryan gets an e-mail from a seller responding to a message from Half.com. A potential buyer has asked Half.com whether the seller's 75-cent copy of Carolyn Davidson's Harlequin romance "The Midwife" is a paperback or hardcover. Half.com forwarded the question to the seller, who now is writing back to say it's a paperback.

Mr. Ryan sends two e-mails: one to the buyer, answering his question, and one to the seller, thanking him for the information.

12:10 PM Lunch. Mr. Ryan eats his turkey wrap in the company cafeteria with some colleagues and heads back to his desk by 1 p.m.

1:06 PM E-mail from a user who can't find the new Stephen King novel on Half.com. The site is supposed to list all new books from major publishers, even if no one is selling them. That way, if a user is interested, he or she can put it on a wish list and the site will automatically e-mail him or her when a copy has been posted for sale.

Mr. Ryan searches for the book meticulously, checking by title, author and publisher's ISBN number. Once he's sure the book isn't listed, he e-mails Matt Walsh, who is in charge of fixing catalog errors. Mr. Ryan then e-mails the user and instructs him to check back at the site soon.

1:21 PM First phone call of the day. Because Half.com prefers to conduct customer service on e-mail, to keep its costs down, it doesn't display its phone number on its website. Still, persistent users get the number through directory assistance or other sources.

This caller, an agitated buyer of the video "Valley Girl," a 1983 comedy starring Nicolas Cage, says she received a damaged tape. She has lodged an official complaint against the seller on the website, but the seller hasn't responded. Mr. Ryan tells her that the five days the seller has to respond aren't up yet. He assures her that if the seller doesn't respond within the allotted time, he will refund her money and charge the seller's account. Until then, there's nothing Mr. Ryan can do except comfort the caller with apologies and explanations.

In the event that the seller disputes the buyer's claim about the tape, Half.com is still likely to grant a refund, especially on such an inexpensive item. Half.com makes it clear, however, that its customer-service team keeps a close watch on users' complaints, looking out for fraudulent refund requests. If Half.com suspects foul play, it doesn't grant refunds so easily.

2:02 PM A seller of the video "I Know What You Did Last Summer" got the package returned, marked address unknown. Mr. Ryan looks up the buyer's information in the user database and e-mails him, asking for an updated address to forward to the seller. He then e-mails the seller, telling him the address should be on its way shortly.

2:21 PM He downloads 10 more e-mails.

HOME STREET

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Summary

HOME STRETCH

2:30 PM The day is starting to get long, at least to an observer. But Mr. Ryan says sitting still all day doesn't cramp his style. "Sometimes it's tough to work at a desk, but it doesn't really bother me," he says. "I work out after work, and that really loosens things up."

3 PM Bathroom break.

3:15 PM With the clock ticking toward quitting time, Mr. Ryan hunkers down to finish his last batch of e-mails. It's more of the same: a user unsure how Half.com works; a seller who wants to list a 1976 edition of "The Grapes of Wrath" but can't figure out where to put it on the site; a buyer who wants a book shipped second-day air, even though the order was already placed.

3:30 PM A call from a buyer interrupts Mr. Ryan's streak of dispensing e-mails. The buyer felt the quality of a book she bought was not up to snuff. The book, a \$2 copy of Danielle Steel's "Secrets," apparently had a torn cover. The buyer is upset, but Mr. Ryan remains calm, calling on skills he learned in a one-day seminar called "Dealing With Difficult People." In the class, which he took before coming to

Half.com, he learned to paraphrase what the customer is saying to make sure he understands the complaint. Mr. Ryan also takes care to speak clearly with a strong sense of empathy. At one point he says, "I understand your frustration." When he explains that the buyer will have to wait some time for a final resolution of the matter, he makes sure to preface it with a heartfelt "I'm sorry to let you know . . ." An observer listening to Mr. Ryan gets the sense that he is not acting.

"If you don't understand what they are saying, then you have a problem," he says. Though he can't satisfy this customer then and there, he promises to talk to his supervisor and to call her back tomorrow with more information.

4 PM The day is done. Mr. Ryan finishes his last e-mail, closes up his desk and shoves on home. A new shift of workers picks up where Mr. Ryan left off, toiling from 4 p.m. to 12 a.m. When they finish, the customer-service staff in eBay's facility in Salt Lake City will take over. Tomorrow, Mr. Ryan will be back on duty at 8 a.m., downloading his first 10 e-mails.

Source: Alex Frangos, *The Wall Street Journal*, July 16, 2001.

Summary

Encouraging employee behaviors that help achieve an organization's objectives and fostering a sense of fairness among employees are two hallmarks of a useful internal pay structure. One of the first strategic pay decisions is how much to align a pay structure internally compared to aligning it to external market forces. Do not be misled. The issue is *not* achieving internal alignment versus alignment with external market forces. Rather, the strategic decision focuses on sustaining the optimal balance of internally aligned and externally responsive pay structures that helps the organization achieve its mission. *Both are required.* This part of the book focuses on one of the first decisions managers face in designing pay systems: how much to emphasize pay structures that are internally aligned with the work performed, the organization's structure, and its strategies. Whatever the choice, the decision needs to support (and be supported by) the organization's overall human resource strategy.

Next, managers must decide whether job and/or individual employee characteristics will be the basic unit of analysis supporting the pay structure. This is followed by

deciding what data will be collected, what method(s) will be used to collect the information, and who should be involved in the process.

A key test of an effective and fair pay structure is acceptance of results by managers and employees. The best way to ensure acceptance of job analysis results is to involve employees as well as supervisors in the process. At the minimum, all employees should be informed of the purpose and progress of the activity.

If almost everyone agrees about the importance of job analysis, does that mean everyone does it? Of course not. Unfortunately, job analysis can be tedious and time-consuming. Often the job is given to newly hired compensation analysts, ostensibly to help them learn the organization, but perhaps there's also a hint of "rites of passage" in such assignments.

Alternatives to job-based structures such as **skill-based** or **competency-based systems** are being experimented with in many firms. The premise is that basing structures on these other criteria will encourage employees to become more flexible, and thus fewer workers will be required for the same level of output. This may be the argument, but as experience increases with the alternatives, managers are discovering that they can be as time consuming and bureaucratic as job analysis. Bear in mind, job content remains the conventional criterion for structures.

Review Questions

1. Job analysis has been considered the cornerstone of human resource management. Precisely how does it support managers making pay decisions?
2. What does job analysis have to do with internal alignment?
3. Describe the major decisions involved in job analysis.
4. Distinguish between task data and behavioral data.
5. What is the critical advantage of quantitative approaches over conventional approaches to job analysis?
6. How would you decide whether to use job-based or person-based structures?
7. Why do many managers say that job analysis is a colossal waste of their time and the time of their employees? Are they right?

Endnotes

1. Stanley Bing, *100 Bullshit Jobs . . . And How to Get Them* (New York: HarperCollins, 2006); Justin Racz, *50 Jobs Worse Than Yours* (New York: Bloomsbury, 2004). Our personal favorite is the ride operator at the "It's a Small World" ride at Disney.
2. Robert J. Grossman, "IBM's HR Takes a Risk," *HR Magazine*, April 2007.
3. Michael T. Brannick, Edward L. Levine, and Frederick P. Morgeson, *Job and Work Analysis: Methods, Research, and Applications for Human Resource Management*, 2nd ed. (Los Angeles, CA: Sage, 2007).
4. E. J. McCormick, "Job and Task Analysis," in *Handbook of Industrial and Organizational Psychology*, M. D. Dunnette, ed. (Chicago, IL: Rand McNally, 1976), pp. 651–696; Robert J. Harvey, "Job Analysis," in *Handbook of Industrial and Organizational Psychology*, vol. 2, M. D. Dunnette and L. Hough, eds. (Palo Alto, CA: Consulting Psychologists Press, 1991), pp. 72–157.

ensure that people are treated fairly. Some balance between chaos and control is required. History suggests that when flexibility without guidelines exists, chaotic and irrational pay rates too frequently result. Removing inefficient bureaucracy is important, but balanced guidelines are necessary to ensure that employees are treated fairly and that pay decisions help the organization achieve its objectives.

Your Turn

Job Evaluation at Whole Foods

Rather than wait until you are next in a supermarket to check out the different types of work, we brought some of the jobs at Whole Foods Market to you. Now that you have some background in job evaluation, it is time to try it out. As a first step, Whole Foods has done job analysis and prepared job descriptions. The results are shown below. Now a job structure is needed. The manager has assigned this job to you.

1. Divide into teams of four to six each. Each team should evaluate the jobs (i.e., assign job evaluation points to each job) and prepare a job structure based on its evaluation. Assign titles to each job, and show your structure by title and job letter. A broad hint: Recall from our discussion of Whole Foods' business and pay strategy that teams play an important role.
2. Your team should describe the process it went through to arrive at that job structure. The job evaluation techniques and compensable factors used should be described, and the reasons for selecting them should be stated.
3. Each team should put its job structure (i.e., points assigned to each job) on the board. Comparisons can then be made among job structures of the various teams. What is the average correlation between columns of job evaluation points from different teams? Is this correlation high enough to obtain a sufficient level of reliability? (You may wish to skip ahead to the section "Reliability of Job Evaluation Techniques" in Chapter 6 and pay special attention to the example of how even "high" reliability may not eliminate important salary differences that result from whose ratings are used.) Does the job evaluation method used appear to affect the results? Do the compensable factors chosen affect the results? Does the process affect the results?
4. Evaluate the job descriptions. What parts of them were most useful? How could they be improved?

JOB A (Team Member, Deli)²⁸

Kind of Work

Provide excellent customer service. Follow and comply with all applicable health and sanitation procedures. Prepare food items: sandwiches, slice deli meats and cheeses. Prepare items on station assignment list and as predetermined. Stock and rotate products, stock supplies and paper goods in a timely basis; keep all utensils stocked. Check dates

on all products in stock to ensure freshness and rotate when necessary. Use waste sheets properly, as directed. Operate and sanitize all equipment in a safe and proper manner. Comply with and follow Whole Foods Market Safety Procedures. Follow established Weights and Measures procedures (tares). Answer the phone and pages to department quickly and with appropriate phone etiquette. Practice proper use of knives, slicer, trash compactor, baler (must be 18 years of age or older), and

all other equipment used during food preparation and cleanup. Perform other duties as assigned, and follow through on supervisor requests in a timely manner.

Requirements

- Some deli experience preferred.
- Clear and effective communicator.
- Patient and enjoys working and mentoring people.
- Ability to perform physical requirements of position.
- Ability to learn proper use of knives, slicer, baler (must be 18 years of age or older) and all other equipment used during food preparation and cleanup.
- Ability to work well with others as a team.
- Knowledge of all relevant Whole Foods Market policies and standards.
- Understands and can communicate quality goals to customers.

JOB B (Cashier)

Kind of Work

Assist and focus on customers during entire checkout process. Perform all cash register functions according to established procedures. Maintain a positive company image by providing courteous, friendly, and efficient customer service. Check out customer groceries efficiently and accurately. Pass entry-level PLU code test. Maintain a professional demeanor at all times. Stock registers with supplies as needed. Follow proper check-receiving procedure. Clean, stock, and detail front-end area with special attention to own register. Change journal tapes and ribbon as needed. Walk produce department at the beginning of every shift to identify and learn new produce codes. Comply with all posted state health and safety codes.

Requirements

- Excellent communication skills necessary for good customer and team relations.

- Ability to work well with others.
- Ability to learn proper use of baler (must be 18 or older).
- Desire to learn and grow.
- Ability to work in a fast-paced environment, with a sense of urgency.
- Understanding the importance of working as a team.
- Good math skills.
- Patience.

JOB C (Team Leader, Prepared Foods)

Kind of Work

Reports to store team leader and to associate store team leader. Provides overall management and supervision of the Prepared Foods Department. Responsible for team member hiring, development, and terminations. Also responsible for profitability, expense control, buying/merchandising, regulatory compliance, and special projects as assigned. Complete accountability for all aspects of department operations. Consistently communicate and model Whole Foods vision and goal. Interview, select, train, develop, and counsel team members in a manner that builds and sustains a high-performing team and minimizes turnover. Make hiring and termination decisions with guidance of store team leader. Establish and maintain a positive work environment. Manage inventory to achieve targeted gross profit margin. Manage the ordering process to meet Whole Foods Market quality standards. Maintain competitive pricing and achieve targeted sales. Establish and maintain positive and productive vendor relationships. Develop and maintain creative store layout and product merchandising in support of regional and national vision. Establish and maintain collaborative and productive working relationships. Model and cultivate effective inter-department and inter-store communication. Provide accurate, complete information in daily, weekly, monthly, annual, and "ad hoc" management reports. Maintain comprehensive knowledge

of, and ensure regulatory rules

Requirements

- Two years experience as a team leader, assistant manager, or buyer.
- Thorough knowledge of pricing, inventory management, and market trends.
- Excellent verbal and written communication skills.
- Strong organizational skills.
- Knowledge of Whole Foods Market policies and standards.
- Computer skills.

JOB D (Team Leader, Produce)

Kind of Work

Perform all duties of a team leader in the Produce Department. Responsible for team member hiring, development, and terminations. Also responsible for profitability, expense control, buying/merchandising, regulatory compliance, and special projects as assigned. Complete accountability for all aspects of department operations. Consistently communicate and model Whole Foods vision and goal. Interview, select, train, develop, and counsel team members in a manner that builds and sustains a high-performing team and minimizes turnover. Make hiring and termination decisions with guidance of store team leader. Establish and maintain a positive work environment. Manage inventory to achieve targeted gross profit margin. Manage the ordering process to meet Whole Foods Market quality standards. Maintain competitive pricing and achieve targeted sales. Establish and maintain positive and productive vendor relationships. Develop and maintain creative store layout and product merchandising in support of regional and national vision. Establish and maintain collaborative and productive working relationships. Model and cultivate effective inter-department and inter-store communication. Provide accurate, complete information in daily, weekly, monthly, annual, and "ad hoc" management reports. Maintain comprehensive knowledge

Requirements

- Minimum 2 years experience as a team leader, assistant manager, or buyer.
- Overall knowledge of the produce business and market trends.
- Comprehensive knowledge of pricing, inventory management, and market trends.
- Excellent verbal and written communication skills.
- Excellent organizational skills.
- Demonstrated leadership skills.

of, and ensure compliance with, relevant regulatory rules and standards.

Requirements

- Two years relevant experience as a team leader, assistant team leader, supervisor, or buyer.
- Thorough knowledge of products, buying, pricing, merchandising, and inventory management.
- Excellent verbal and written communication skills.
- Strong organizational skills.
- Knowledge of all relevant Whole Foods Market policies and standards.
- Computer skills.

JOB D (Team Member, Prepared Foods)

Kind of Work

Perform all duties and responsibilities of Prepared Foods Team Member. Provide excellent customer service. Assist team leader in nightly team operations. Report all actions of team members that violate policies or standards to the team leader or associate team leader. Mentor and train team members. Maintain quality standards in production and counter display. Comply with all applicable health and safety codes. Help implement and support all regional programs.

Requirements

- Minimum 6 months' retail food production experience, or equivalent.
- Overall knowledge of both front and back of the house operations.
- Comprehensive product knowledge.
- Comprehensive knowledge of quality standards.
- Excellent organizational skills.
- Excellent interpersonal skills, and ability to train others.
- Demonstrated decision-making ability, and leadership skills.

- Ability to perform physical requirements of position.
- Able to work a flexible schedule based on the needs of the store.

JOB E (Team Member, Kitchen)

Kind of Work

Performs all duties related to dishwashing: unloading kitchen deliveries and cleaning all dishes, utensils, pots, and pans. May be prep work. Maintain food quality and sanitation in kitchen. Maintain a positive company image by being courteous, friendly, and efficient. Wash and sanitize all dishes, utensils, and containers. Assist with proper storage of all deliveries. Rotate and organize products. Perform prep work as directed. Provide proper ongoing maintenance of equipment. Maintain health department standards when cleaning and handling food. Perform deep-cleaning tasks on a regular basis. Take out all of the garbage and recycling materials. Sweep and wash floors as needed.

Requirements

- Entry-level position.
- Able to perform physical requirements of job.
- Practices safe and proper knife skills.
- Ability to work box baler (must be 18 years of age or older).
- Works well with others and participates as part of a team.

JOB F (Team Member II, Stock and Display)

Kind of Work

Performs all functions related to breaking down deliveries and moving back stock to floor. Assists in organizing and developing promotional displays; maintains back room, training entry-level grocery clerks. Trained and capable of operating any of the subdepartments as needed. Maintains and ensures retail standards during their shift. Responsible for implementing team's break schedule. Performs

all duties and responsibilities of grocery team member. Builds displays and requests appropriate signage. Supervises shift to ensure standards are maintained. Implements break schedule for shift. Responsible for problem solving in team leader or associate team leader's absence. Fully responsible for completion of all opening or closing checklists. Responsible for checking in deliveries.

Requirements

- Minimum one-year retail grocery experience, or equivalent.
- Proficient in math skills (addition, subtraction, multiplication, and division).
- Ability to perform physical requirements of position.
- Ability to properly use baler (must be 18 years of age or older).
- Able to direct team members and implement break schedule.
- Ability to work well with others.

JOB G (Associate Team Leader, Prepared Foods)

Kind of Work

Reports directly to Prepared Foods Team Leader. Assists in overall management and supervision of the Prepared Foods Department. Can be responsible for team member hiring, development, and terminations. Also responsible for profitability, expense control, buying/merchandising, regulatory compliance, and special projects as assigned. Complete accountability for all assigned aspects of department operations. Consistently communicate and model Whole Foods vision and goals. Assist in the interview, selection, training, development, and counseling of team members in a manner that builds and sustains a high-performing team and minimizes turnover. Discuss hiring and termination decisions with guidance of others. Establish and maintain a positive work environment. Manage inventory to achieve targeted gross profit margin. Manage

the ordering process to meet Whole Foods Market quality standards, maintain competitive pricing, and achieve targeted sales. Develop and maintain creative store layout and product merchandising in support of regional and national vision. Establish and maintain collaborative and productive working relationships. Model and cultivate effective inter-department and inter-store communication. Provide accurate, complete information in daily, weekly, monthly, annual, and "ad hoc" management reports. Maintain comprehensive knowledge of, and ensure compliance with, relevant regulatory rules and standards.

Requirements

- One to two years of department experience, or industry equivalent.
- Analytical ability and proficiency in math needed to calculate margins, monitor profitability, and manage inventory.
- Clear and effective communicator.
- Patient and enjoys working and mentoring people.
- Strong organizational skills.
- Knowledge of all relevant Whole Foods Market policies and standards.
- Computer skills.

JOB H (Regional Team Leader)

Kind of Work

Rotate among stores. Assist and support the store team leader with all store functions. Interview, select, evaluate, counsel, and terminate team members. Coordinate and supervise all store products and personnel. Follow through on all customer and team member questions and requests. Evaluate customer service and resolve complaints. Operate the store in an efficient and profitable manner. Have a firm understanding of store financials and labor budgets. Establish and achieve sales, labor, and contribution goals. Review department schedules and research productivity improvements. Order store equipment and

supplies
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supplies in a timely manner. Enforce established food safety, cleaning, and maintenance procedures. Inspect store; ensure cleanliness; visit off-hours for consistency. Maintain accurate retail pricing and signage. Ensure that product is cross-merchandised in other departments. Coordinate, supervise, and report physical inventory. Analyze product transfers, waste, and spoilage. Manage expenses to maximize the bottom line. Provide, maintain, and safety-train team members on all equipment and tools. Resolve safety violations and hazards immediately. Maintain store security and ensure that opening and closing procedures are followed. Show EVA improvement over a designated period. Leverage sales growth to improve store profitability. Assist in handling liability claims and minimize their occurrence. Establish and maintain good community relations. Create a friendly, productive, and professional working environment. Communicate company goals and information to team members. Ensure and support team member development and training. Evaluate team member duties, dialogues, raises, and promotions. Keep regional leadership informed of all major events that affect the store. Ensure store policies and procedures are followed. Visit the competition on a regular basis and react to current industry trends.

Requirements

- A passion for retailing.
- Complete understanding of Whole Foods Market retail operations.
- Strong leadership and creative ability.
- Management and business skills with financial expertise.
- Well organized with excellent follow through.
- Detail oriented with a vision and eye for the big picture.
- Self-motivated and solution oriented.
- Excellent merchandising skills and eye for detail.
- Ability to delegate effectively and use available talent to the best advantage.
- Strong communicator/motivator; able to work well with others and convey enthusiasm.
- Ability to maintain good relationships with vendors and the community.
- Can train and inspire team members to excellence in all aspects of the store.
- Ability to make tough decisions.
- Love and knowledge of natural foods.
- Strong computer skills.

JOB I (Team Member, Stock and Display)

Kind of Work

Performs all functions related to breaking down deliveries and moving back stock to floor. May assist in organizing and developing promotional displays; maintains back room. Stock and clean grocery shelves, bulk bins, frozen and dairy case. Maintain back stock in good order. Sweep floors and face shelves throughout the store. Comply with all applicable health and safety codes. Provide excellent customer service. Log and expedite customers' special orders. Retrieve special orders for customers by request and offer service out to car. Respond to all grocery pages quickly and efficiently. Build displays and request appropriate signage.

Requirements

- Retail grocery or natural foods experience a plus.
- Proficient in math skills (addition, subtraction, multiplication, and division).
- Ability to learn basic knowledge of all products carried in department.
- Ability to perform physical requirements of position.
- Proper and safe use of box cutter, baler (must be 18 years of age or older), and all equipment.
- Ability to work well with others.

Summary

The differences in the rates paid for different jobs and skills affect the ability of managers to achieve their business objectives. Differences in pay matter. They matter to employees, because their willingness to take on more responsibility and training, to focus on adding value for customers and improving quality of products, and to be flexible enough to adapt to change all depend at least in part on how pay is structured for different levels of work. Differences in the rates paid for different jobs and skills also influence how fairly employees believe they are being treated. Unfair treatment is ultimately counterproductive.

So far, we have examined the most common approach to designing pay differences for different work: job evaluation. In the next chapter, we will examine several alternative approaches. However, any approach needs to be evaluated for how useful it is.

Job evaluation has evolved into many different forms and methods. Consequently, wide variations exist in its use and how it is perceived. This chapter discussed some of the many perceptions of the role of job evaluation and reviewed the criticisms leveled at it. No matter how job evaluation is designed, its ultimate use is to help design and manage a work-related, business-focused, and agreed-upon pay structure.

Review Questions

1. How does job evaluation translate internal alignment policies (loosely coupled versus tight fitting) into practice? What does (a) organization strategy and objectives, (b) flow of work, (c) fairness, and (d) motivating people's behaviors toward organization objectives have to do with job evaluation?
2. Why are there different approaches to job evaluation? Think of several employers in your area (the college, hospital, retailer, 7-Eleven, etc.). What approach would you expect them to use? Why?
3. What are the advantages and disadvantages of using more than one job evaluation plan in any single organization?
4. Why bother with job evaluation? Why not simply market price? How can job evaluation link internal alignment and external market pressures?
5. Consider your college or school. What are the compensable factors required for your college to evaluate jobs? How would you go about identifying these factors? Should the school's educational mission be reflected in your factors? Or are the more generic factors used in the Hay plan okay? Discuss.
6. You are the manager of 10 people in a large organization. All of them become very suspicious and upset when they receive a memo from the HR department saying their jobs are going to be evaluated. How do you try to reassure them?

Endnotes

1. Maeve Quaid, *Job Evaluation: The Myth of Equitable Assessment* (Toronto: University of Toronto Press, 1993); David W. Belcher, *Wage and Salary Administration* (New York: Prentice-Hall, 1955); *Job Evaluation: Methods to the Process* (Scottsdale, AZ: WorldatWork, 2006); Donald P. Schwab, "Job Evaluation and Pay Setting: Concepts and Practices," in *Comparable Worth: Issues and Alternatives*, E. Robert Livernash, ed. (Washington, DC: Equal Employment Advisory Council, 1980), pp. 49–77.