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 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 give each job a title and put its job structure on the board. Comparisons can then be made among job structures of the various teams. 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](https://jigsaw.vitalsource.com/books/0073531448/content/id/N5-28)

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 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 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?