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Bryant & Stratton College

Tanglewood

HURS 217

Portfolio Project

Tanglewood is a large retailer across the northwest region of The United States with a total of 243 stores. Featuring items such as clothes, appliances, electronics, and home décor with a large selection of outdoors and camping living sections within every store. Tanglewood was founded in 1973 by Tanner Emerson and Thurston Wood, which sold a combination of outdoor clothing and equipment the pair had designed themselves. The unique merchandise offerings and personable sales staff made them successful quite rapidly. The company’s mission statement is:

Tanglewood will be the best department store for customers seeking quality, durability, and value for all aspects of their active lives. We are committed as a company to providing maximum value to our customers, shareholders, and employees. We will accomplish this goal by adhering to the core values of responsible financial management, clear and honest communication, and always keeping performance and customer service in the forefront.

Competition

Approximately around 1984, Emerson and Wood had established 10 stores. Tanglewood had developed a successful blueprint with a strong base of employee participation, customer satisfaction, and profitability. The retail industry accounts for over $4 trillion in annual sales, 3.54% profit margin and moderately sized with strong growth potential of 3.75% for the year. Tanglewood focuses on stocking quality products, providing customer service and more designer appearances than discount stores. Several developed proprietary brands of merchandise which were designed to complement the look of the Wilderness Outfitter and natural resource accents of the stores.

Organizational Structure

Tanglewood stores is managed by a single individual, Store Manager, that has three assistance managers, Manager of Softline, Manager or Hardlines and Manager of Operations and Human Resources. The department managers in charge of specific product groups in their units. Overall, Tanglewood has 17 department managers, 24 shift leaders, and approximately 170 associates, along with the three assistant managers, around 215 employees per store. Like no other Tanglewood strayed away from strict hierarchy of management and subordinates, efforts are made to involve employees in the decision process when possible. Along with a well-defined ordering of job responsibilities. Every shift is ran based on a team concept.

Human Resources

Tanglewood human resources strategies were similar with Belk’s and Target stores, appealing to middle- and upper income consumers looking for convenience and reasonable prices. Tanglewood seeks to develop and maintain a core workforce as an essential for the organizational values and culture. Suggestions and developments that are implemented by management receive financial incentives for successfully developing of new policies and procedures.

The Human Resources Department is comprised of 4 units of Staffing Services, Compensation and benefits, training and development, and Employee Relations directors. Also moving forward to switch to an internet- based strategy formatted for employee selection developments of staffing, training, performance management, and equal employment opportunity practices.

Some recommendations for Tanglewood would be to strive for:

* Market leadership
* Strong research and development
* Cost advantages
* Diversification
* Economy rebounding
* Trend Analysis

Case Study 2

Labor requirements

The Washington market of Tanglewood, Inc is stable and have been in existence for ten or more years. The labor requirements are identical to the previous year for the current year labor force. Tanglewood internal labor market of promotions within the company for the managers, store managers, and assistant store managers will utilize 36% of the workforce. For example, 432 individuals will be need for the management positions alone. Considerable external hiring will be forecasted for the upcoming year.

However, the environment of staffing managerial employees in the state of Washington has become complex. Individuals are relocating from consistent supplied urban areas to smaller towns as they move up the promotion chains. Then, relatively new candidates in the professional and managerial positions sectors will reduce the number of individuals available for these jobs.

Gaps

Tanglewood has relied mostly on its experienced employees as a major source of talent. Often having significant experience with the company’s social environment and culture. The current focus of staffing is to fill the vacant positions. During the planning phase targets the number of individuals that need to be hired and taking steps to reduce the turnover rate and gaps for many of the jobs. Many employees have difficulty adapting to the unique culture of hierarchy at Tanglewood. This is a reason why the company may consider alternative perspectives on employee relationships in the future, as well as, suggest trainings in the Washington stores for a sense of how the stores originally worked.

I would recommend that Tanglewood to remain promotions within the company and try the new ventures of exploring other stores. Although, I would possibly postpone the promotions of all managerial positions for a year. To create a safety net of consistent employees and gaining more experience within the corporation of products and services. For example, Tanglewood would have promoted 432 positions of management in the next year. Alternative the company can hire 432 employees to prepare for the next rain of promotions within.

Tanglewood Departments

Clothing

Small appliances

Electronic

Housewares

**Exhibit 3 Recruitment Guide for Director of Claims**

**Position:** Marilyn Gonzalez, Vice President for Human Resources

**Reports to:** Daryl Perrone, Staffing Service Director

**Qualifications**: Business related degree.

Retail experience in Softline’s and Hardlines must.

**Relevant labor Market:** Washington and Oregon

**Timeline**: week of 9/1 Conduct interviews with qualified applicants

9/30/20 Targeted hire date

Activities to underline to source well-qualified candidates:

Media advertising, radio, Television advertising sources

Post job openings on company websites

Kiosk- available to public

Request employee referrals

**Staff members involved:**

HR Recruiting Manger

Staffing service Director

V.P. Human Resources

Potential peers and direct reports

**Budget:**

3,000 to 5,000

**The best targets for the recruiting efforts are to build out your employer brand, build a talent community, and invest in candidate matching tools. Tanglewood recruiting process seems to be targeted due to the cultural directive of its original design. Yet, the staffing and selection processes are open because of staffing turnovers within the company.**

**-**

**The Northern Oregon philosophy of operations has been successful in carefully weighing the financial consequences of the company. Explicitly rejecting the use of employee referrals claiming signing bonuses could lead to unqualified individuals. The company wishes to uphold and maintain qualified individuals with sufficient experience criteria.**

**A proper measurement to enhance employee performance metrics for more qualified recruiting is to implement tuition reimbursement programs. Along with students as staff, the company can manipulate and accelerate plans through the studies and build a company's career.**

**Realistically, Tanglewood has a high turnover rate, leading them to hire from within the company and putting a strain in other areas where support is needed. With open recruiting methods, it is hard to distinguish the qualifications the company wants to use for a foundation of standards. If the company chooses to maintain accessible metrics, I think an assessment should implicate in the application process. That way, the company can have a clear direction of interest of the applicants.**

**MEMO**

August 13, 2020

Shareholder’s,

Tanglewood and ten other retail stores were selected from the Seattle area to participate in cognitive abilities testing. Over the last year, all applicants have administered the examination for the hiring selection process. The importance of these tests is to gather complete and accurate data on all employees and the organization. The information on selection outcomes was approximately 12,500 employees hired in the last year.

The four areas of the test are measured performance, citizenship performance, absence, and promotion potential with three levels of statistical division education, work experience, and interview scores.

* Citizenship performance- refers to how well employees perform well as team members, corporate with store policies, and generally set a positive tone for the workplace
* Absence- a simple count of the days the employee did not show up for the work shift
* Performance- a direct measure of completion of assigned work task and effort on the sales floor
* Promotional potential- a manager’s subjective impression of how likely it is that they will recommend as employees for promotion to a higher level in the organization.

Proposing an Alternative to the Current System

As a result, predictors have become essential initiations in search of sales associate performance and will minimize the additional burden of managers. I would recommend Tanglewood to utilize the Marshfield Applicate Exam and the Personality Exam. The Marshfield exam significates and design capture problem-solving abilities, fluency with quantitative reasoning, and word comprehension. The personality exam assesses human personality constructs and introspective self-report to measure yourself on a rating scale. This test can be beneficial in life and in the workplace.

I do not believe the validity estimates will generalize to other stores because I find that the status is slightly hard to read.

Also, within the duration of testing and the survey, “Were there any forms of feedback from the companies”?

To question if they wanted to change the direction of mechanics of the questioning? The traditional method seems more accurate to the selections of all stores, but the current rate is seemingly high if it represents one store.

Case 5

The Tanglewood Industry has a successful model of finding qualified, energetic salespeople and talented managers in Northern California. The central management strongly supports the selection methods and the formation of the disparate impact. Generally, Tanglewood prides itself on openness, inclusiveness, and encouragement of diversity. The flow statistic of the organization is evidence that there is no discriminative intention of the 4/5th ratio. The company is within compliance with the laws and state regulations. Although, concentration data of the different minority groups appear bias across all job categories the company is in good standing.

On behalf of Tanglewood Corporation we are looking further into the matter of the disparate impacts. We are looking into each area individually by minorities, instead of corporate concentration.

At this moment, Tanglewood will not make any changes to their selection program, until further information is provided. Due to the company following laws and regulations.

**Case 6**

|  |  |
| --- | --- |
| **Job Title** | **Associates, Store Managers, Department Mangers** |
| **Performance Dimensions** | * Knowledge: Knowledge of laws, legal codes, court procedures, precedents, government regulations, executive orders, agency rules, and the political process. * Skills: Using logic and reasoning to identify the strengths and weaknesses of alternative solutions. Communicating effectively verbally or in writing.   Abilities: Oral expression, information ordering. |
| **Selection Standards** |  Experience — Include experience for all offices, departments, or agencies that you worked for to show depth and range of experience. For example, include that you tracked interoffice correspondence at multiple locations, or that you tracked budgets for headquarters. Also show expertise in what you do well such as having A++ certification, maintain LANS/WANS for several locations, thoroughly familiar with Peachtree accounting software, proficient at office organization, etc.   Supervision — If you do not have a supervisory background, did you work independently with minimal supervision and make decisions for your program areas? If so, state that in your KSAs. Were you assigned to be an acting supervisor on several occasions? Do you draft memorandums and letters for your supervisor’s signature? Do you manage/supervise programs or projects?   Complexity Factors — Did you write reports or work on large projects coordinating activities for various groups? Does your job impact the safety of others, and what standards do you follow and utilize in your present and past jobs? Do you have certifications, licenses, specific training, or accreditation that would help you land this job?   Achievements and Impact — How did you show initiative and creativity in your office while working under adverse conditions? Were you responsible for major programs, product, or activities? If so list them. What did you do to save time, money, and resources or to improve the work environment?   Awards/Recognition — Include all awards ‒ monetary awards, letters of achievement, time-off awards, or write-ups in your office newsletter. Include scholastic nominations as well, and any service awards or recognition received from volunteer work.   Contacts — If you dealt with headquarters staff, the public, EPA or OSHA inspectors, local authorities, or government officials, list them in your KSAs. |
| **Original scoring key** | 4=Instructions fulfill all the requirements of number three, but also in very straightforward language that is easy to understand  3= average citizen- Instructions are sufficient to define terms, defines all technical terminology.  2= minimum performance- Instructions are sufficient to define specific terms but uses technical terminology.  1= very poor task performance- Instruction fail to mention critical concepts related to agency. |
| **KSA Questions** | 1. What is your greatest strength and weakness? 2. Tell me about yourself? 3. What makes you better than other candidates? 4. What was your greatest accomplishment? 5. Why did you leave your pass employer? |
| **Situational Questions** | 1. What would you do if had made a mistake and no one noticed? Would you move forward or correct the issue? 2. . What would you do if you were asked to perform a task that you have never done before? 3. Tell me about a time you failed. How did you deal with the experience? 4. What would you do if an angry or dissatisfied customer confronted you? 5. What professional accomplishments are you most proud of? How did you achieve it? |

**Case 7**

**Selection Plan Format**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **KSAO category** | **Necessary for selection** | **MAE** | **RK** | **RR** | **Interview** |
| Ability to follow oral directions/ listening skills |  |  |  |  |  |
| Ability to read and understand manuals/ guidelines |  |  |  |  |  |
| Judgement/ priority settings/ decision- making ability |  |  |  |  |  |
| Oral communication skills |  |  |  |  |  |
| Interpersonal skills |  |  |  |  |  |
| Written communication skills |  |  |  |  |  |
| Knowledge of basic computer operations |  |  |  |  |  |

**MAE – Marshfield Applicant Examination, RK – Retail Knowledge, R – Resume and References**