MGMT 4030

Job Evaluation Exercise

The purpose of this exercise is to learn more about job evaluation by actually doing an evaluation of a set of jobs for a company we will call Specialized Racing Products. You will conduct the job evaluation as a team effort during class time and then report the results of your work to the class. Teams will have an opportunity to react to each other’s plans in order to highlight differences in assumptions and approaches, so be sure you are ready to justify your ratings to the whole class.

The book talks about various issues involved in conducting a job evaluation; as we discussed in class there is no "one best method." Rather, your task is to determine how YOU think the job evaluation should be done, using your collective professional judgment. Your work is essentially to act as Job Evaluation Committee. Your first task is to develop a job evaluation system using the point method (following the steps described in class and outlined in your book: choosing and weighting compensable factors, defining factor degrees and points, and then evaluating the jobs that are attached). To make it easier to compare the various teams’ approaches, the point system should have a theoretical maximum of 1000 points. This work will be done on **February 27**and **March 4**. (I recommend that you use February 27 to review the job descriptions, and develop the system, including worksheets and guidelines. Then you can use March 4 to do the actual ratings—individually—and then compare them as a group and resolve any differences, including any adjustments to the system. You can then draft your report to the class.) You are free to use the normal classroom for this work, although you may find it more conducive to do the work in a library team room or other location with fewer distractions.

On Thursday **March 6** each team will present the results of its work in class (about a 5 minute presentation). The first--and in many ways the most important--part of your presentation should be a description of HOW you went about your work and WHY you thought your approach made sense. Then you can describe your results, followed by what you learned from the exercise (which may include a conclusion that your method wasn't as good as you first thought).

The primary "deliverable" from this exercise is the presentation to the class. I will be looking for a clear, understandable, and professional presentation. Since there will be a lot of detail, PowerPoint may be useful (but is not required; for example, handouts may work equally well). Be sure to develop and show a complete set of guidelines and worksheets, as well as your final ratings. **Only one summary per team needs to be turned in to me**.

### Specialized Racing Products

Background

Specialized Racing Products (SRP) is a relatively small operation in Englewood, Colorado dedicated to providing the highest quality specialty products to sprint car racing teams throughout the US (as well as internationally via mail and internet orders). SRP is a subsidiary of a larger manufacturing organization, which we will call MegaCorp. It was created by a group of employees who were themselves race enthusiasts or former racers/crews who saw a need that they could fulfill. SRP’s mission is to provide specialized suspension and brake system components that are purpose-built for sprint car racing, are of higher quality than those available from larger manufacturers, and are nonetheless price competitive. (Note, however, that in the world of auto racing, nothing is “cheap”!)

SRP provides itself on understanding racers’ evolving needs and being able to provide customized solutions with a faster turnaround than their larger, more bureaucratic competitors. Their workforce consists of three skilled machinists who use sophisticated computer-based CNC milling machines to produce a fairly small volume of components; two drafters to develop plans and specifications for the parts; two external sales reps who mostly sell directly to race teams; two internal sales reps who process orders from the external sales reps as well as orders that come directly from customers; a secretary who runs the office; and a General Manager who oversees the whole operation and reports to MegaCorp.

Personnel practices have historically been pretty informal around SRP, but there is now increasing pressure from the home office to tighten up practices relating to compensation. This is partly in response to some complaints from employees who felt unfairly treated (leading to turnover in what had been a very tightly knit workforce), and partly in response to the growth that had led MegaCorp to develop a more sophisticated approach to HR.

Each of your teams represents a consultant team charged with developing an internally consistent compensation system that will be perceived as fair and that will help position SRP to meet its strategic goals. (Apparently an unusually large consulting budget was developed this year!) The existing job descriptions appear in the pages that follow. However, since they were developed on an ad hoc basis over a period of time, you are welcome to consult the web or other sources for more information about the jobs if you find that useful.

# **Job Description**

Title: General Manager

General Summary:

The General Manager is responsible for all phases of the SRP operation. This includes financial oversight, approval of product development direction, supervisory responsibility for all employees, and supervision of day-to-day operations. Reports to Vice President of Operations at MegaCorp.

Principal Duties and Responsibilities:

* Oversees setup of production area
* Sets work and production schedules and monitors productivity of all operations
* Review and analyze daily production results and determines efficiency and quality ratings
* Responsible for maintaining a safe and efficient work environment
* Reviews and approves any changes to product line
* Reviews and approves requisition requests for items over $250
* Primary liaison with vendors, also coordinates with customers as needed
* Handles questions, conflicts or other problems
* Responsible for all personnel decisions (hiring, performance reviews, firing)
* Provides or coordinates on-the-job training, as appropriate
* Supports and assists machine operators in maintenance and repair requirements

Knowledge, Skills and Abilities Required:

* Strong technical background in manufacturing and auto racing technology
* Strong project management skills
* At least 5 years of managerial experience
* Ability to coordinate sales and production team members
* Good financial accounting skills
* Ability to problem solve

## Education and Training Requirements

* Bachelor’s degree in Business required, MBA preferred.
* 3 years prior managerial experience

## Working Conditions

Normal office environment (normal temperature, humidity and noise) for 50-60% of work time. 25-30% of time spent in shop environment working with machine operators, with remaining time working with customers or management at MegaCorp. Typically 2 – 3 days travel/month required.

# **Job Description**

Title: Drafter

General Summary:

Prepares product engineering drawings of easily visualized parts or equipment from sketches or marked-up prints. Work requires use of most conventional drafting procedures, including some Computer-Aided Design (CAD) technology. Works closely with sales representatives and customers for input into product design, and with machine operators for development of final product design.

Principal Duties and Responsibilities:

* Prepares product engineering designs of braking and suspension components from sketches, marked up prints, or existing prototypes. Selects appropriate templates and other equipment needed to complete assignments.
* Uses both manual (tracing, technical drawing) and CAD workstation equipment to prepare detailed drawings describing arrangements, dimensions and tolerances.
* Assembles and writes parts lists
* Operates copying, digital printing, and digital plotters to produce drawings and technical specifications
* Use mathematical formulas to check dimensions, tolerances and the like.
* Requisitions and maintains an adequate supply of materials needed to complete work.
* Operates with high degree of discretion and responsibility

Knowledge, Skills and Abilities Required:

* Ability to read, comprehend and follow complicated verbal and written instructions
* Ability to perform basic arithmetic, geometric and algebraic calculations
* Basic skill in using CAD programs on high-end workstation (details can be learned on the job)
* Knowledge of most conventional drafting techniques, including the proper use of engineering/drafting terminology, symbols, legends and shading—normally acquired in 6 months of basic technical training and/or in high school
* Ability to meet deadlines, concentrate, and pay attention to detail for 75% of work time.
* Standing and walking required for less than 10% of work time.
* Familiarity with and interest in auto racing desirable

## Education and Training Requirements

## High school/GED required; BS in technical area desirable

* Advanced training in technical/drafting or 3 years experience

## Working Conditions

Normal drafting room environment (normal temperature, humidity and noise) for 85% of work time. Remaining 15% time spent in shop environment working with machine operators. Mostly sedentary work with fixed and predictable hours.

# **Job Description**

Title: Field Sales Representative

General Summary:

Maintains and expands existing accounts by working closely with customers to provide quality customer service and product information. Creates new accounts through contact at racing events and recommendations by current customers. Works closely with customers to understand evolving needs and with drafters/machine operators to develop products (and enhancements) to meet those needs.

Principal Duties and Responsibilities:

* Maintain and expand existing accounts through continuous follow-ups and interaction
* Cultivate new accounts by soliciting referrals from current customers and by meeting potential new customers at races and other events.
* Confirms eligibility and creditworthiness of new and existing accounts
* Provides field support of products to customers.
* Troubleshoots any problems with equipment specifications, delivery, or functionality by working as liaison between customers and Internal Sales Representatives
* Seeks ideas and suggestions for new product enhancements by working closely with customers and by monitoring competitors
* Maintains own knowledge of products, sales techniques and market trends

Knowledge, Skills and Abilities Required:

* Basic technical understanding of racing products/technology
* Ability to clearly communicate technical information to and from buyers and product designers
* Ability to relate to race drivers and crew chiefs
* Excellent customer service skills
* Strong sales orientation—skill in meeting people, making effective sales presentations, closing the sale, and providing effective follow-up
* Strong work ethic and sense of integrity
* Ability to work independently and stay goal-oriented

## Education and Training Requirements

* High school diploma/GED required; college degree (preferably in Business) desirable
* At least two years technical sales experience
* Sales training desirable

## Working Conditions

Extensive time traveling (3 weeks/month) to races, product shows, race teams. Much of the time spent with customers may be in noisy, hot, sometimes dangerous work environments.

# **Job Description**

Title: Inside Sales Representative

General Summary:

Handles incoming calls from Field Sales Reps and customers requesting products, information, and other assistance. Responsible for resolving any issues or problems involving orders. Maintains inventory control system, and packages orders for shipment to customers.

Principal Duties and Responsibilities:

* Receives incoming orders from Field Sales reps, using phone or email.
* Receives orders from customers by phone, internet or mail order.
* Maintains inventory database by entering items produced, orders and returns, using PC-based inventory control system
* Pulls order items, packages items, and arranges shipping (via UPS or other common carrier)
* Troubleshoots any problems with ordering or shipping, as requested by customers or Field Sales Representatives
* Maintains electronic database of customers.
* Creates weekly and monthly sales and inventory reports using inventory control software

Knowledge, Skills and Abilities Required:

* Strong verbal communication skills
* Attention to detail
* Excellent customer service skills
* Ability to learn how to use PC-based inventory database software
* Ability to work effectively in a team environment of customers, Field Sales reps, and manufacturing personnel
* Strong work ethic and sense of integrity
* Ability to lift and carry products up to 40 pounds in weight

## Education and Training Requirements

* High school diploma/GED
* Prior sales experience or training desirable
* Approximately 3 months of on-the-job training in use of inventory control and customer database software

## Working Conditions

Time split between working in office environment (taking orders and maintaining database) and shop environment (inventorying stock, packaging orders). Overtime may be required during peak business periods and to meet rush requirements.

# **Job Description**

Title: Secretary

General Summary:

Following prescribed procedures, performs filing, bookkeeping and other general secretarial duties requiring the limited exercise of initiative and judgment. Provides support primarily for General Manager, with backup support for internal sales representatives.

Principal Duties and Responsibilities:

* Produces letters, reports, tables, and the like from transcription or rough drafts, making changes in grammar, spelling and punctuation as needed
* Maintains bookkeeping and financial records (more detailed accounting functions are provided by MegaCorp staff)
* Maintains basic personnel records (details are handled by corporate HR)
* Receives general telephone calls and transfers to appropriate persons. Provides backup coverage of incoming sales lines when internal sales reps are busy.
* Relieves General Manager of designated administrative details where errors are not likely to cause significant costs.
* Maintains General Manager’s calendar, making appointments as directed. Arranges GM travel schedules as necessary.
* Opens and distributes mail. Performs related routine clerical duties as required.

Knowledge, Skills and Abilities Required:

* Ability to read and write sufficient to type, edit and proofread business correspondence and prepare reports.
* Ability to accurately and efficiently type reports and correspondence
* Basic proficiency with Microsoft Word and Excel
* Ability to learn and communicate company policies to other employees
* Sufficient analytical abilities to handle routine, administrative tasks. Occasional need to problem-solve reasonably well-structured problems.
* Interpersonal skills sufficient to deal effectively and courteously with a diverse group of internal and external contacts.

## Education and Training Requirements

* High school diploma/GED
* Approximately 6 months on-the-job training to learn company policies and procedures
* One year prior secretarial experience; three years experience preferred

## Working Conditions

Office environment, with few extremes of temperature, humidity or noise. Mostly sedentary work with fixed and predictable hours.

# **Job Description**

Title: CNC Machinist/Operator

General Summary:

Responsible for the efficient operation of one or more assigned CNC machine tools to produce component parts in accordance to customer drawings, internal sketches, or other specifications provided by drafter.

Principal Duties and Responsibilities:

* Responsible for scheduling of appropriate jobs in order to meet production goals
* Using product engineering drawings and specifications, programs, sets up, and operates CNC equipment to produce high-precision suspension and brake components.
* Performs follow-up operations, such as deburring, polishing, grinding, threading.
* Performs and documents in-process QA inspections
* Performs regular maintenance. As necessary and able, performs repair on equipment.
* Works closely with drafter to ensure that product design meets technical and customer standards.
* Works with Internal Sales reps to maintain product inventory control system.
* Requisitions and maintains an adequate supply of materials needed to complete work.

Knowledge, Skills and Abilities Required:

* Ability to read, comprehend and follow complicated verbal and written instructions
* Ability to perform basic arithmetic, geometric and algebraic calculations
* Proficiency in CNC machine programming
* Skill in use of conventional measuring tools and techniques, to assure compliance with technical specifications.
* Working knowledge of all basic machine shop tools and equipment
* Ability to meet deadlines, concentrate, and pay attention to detail for 75% of work time.
* Strong safety orientation.
* Standing and walking required for 90% of work time. Ability to lift, carry and hold up to 50 pounds.
* Familiarity with and interest in auto racing desirable

## Education and Training Requirements

## High school/GED and 3 years experience, or advanced CNC training and 2 years experience, or Bachelor's degree in Tool Manufacturing and one year experience.

## Working Conditions

Machine shop working environment, with high noise levels and some variability in temperature and humidity. Dust, grease and metal shavings common. Significant safety risks from equipment and environment require constant vigilance and care. Overtime may be required during peak business periods and to meet rush requirements.