

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

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

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

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

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

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.

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.