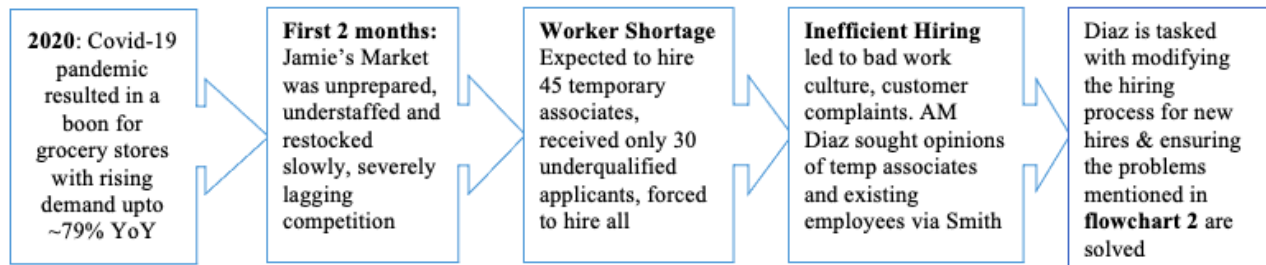


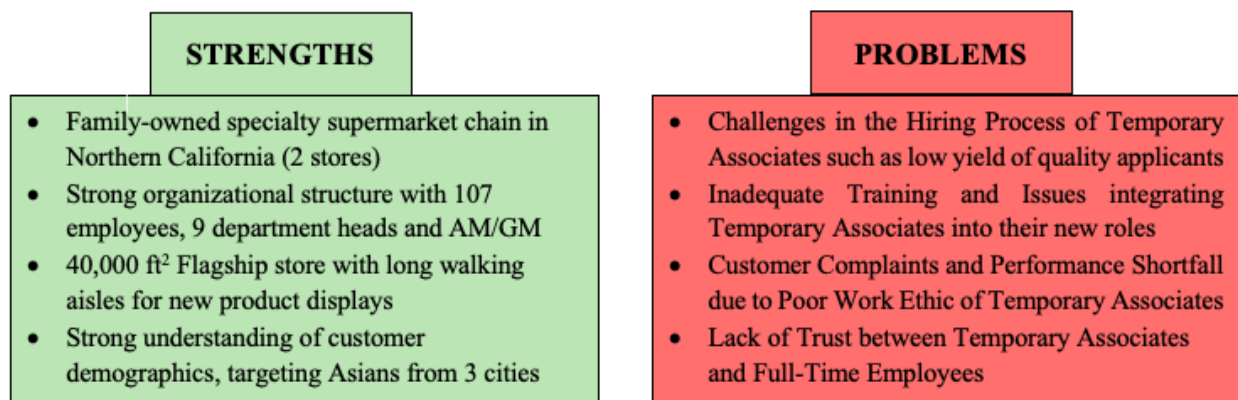
## **“Resilience & Renewal: Jamie's Market Path towards Resurgent Success”**

An overview of the case analysis of **Jamie’s Market** - a California-based supermarket chain, is summarized in the two flowcharts below. Our team has developed well-defined recommendations for the Assistant Manager - Jessica Diaz for the problems identified below.

Flowchart 1 – A chronological timeline of developments with Jamie’s Market



Flowchart 2 – A comparison of the Strengths and Problems with Jamie’s Market



The primary criticism for the new Temporary Associates (TA) was that they were not as qualified as compared to the past hires, and also lacked motivation. To address this issue, we have identified an ideal candidate profile (Woolley, 2023) for new hires that can be conveyed through an improved JD. Applying the concepts from “*The Secrets of Great Teamwork*”, we believe that it would be essential for new hires to have a collaborative mindset (HBS, 2016). This mindset would be fundamental in avoiding previously observed fragmentation between new TAs and permanent associates. We can identify candidates with high conscientiousness, agreeableness,

and extraversion qualities (Chow, 2023) as well as test behavioral traits in interviews through questions such as *“Tell me about a time when you resolved a conflict between your teammates”* (Stevens, 2012). Further, TAs are expected to be bilingual, assist customers with in-store navigation, actively upsell products, handle the cash register, and also go above and beyond their JD. This makes it essential for new hires to be approachable, affable, great communicators, culinary experts, and above all quick learners with high intrinsic motivation. To assess these skills in a candidate we can inquire about any prior experience working in a customer-facing role that required strong interpersonal skills.

TAs are bound to encounter challenging customer situations requiring immediate analysis and resolution. Thus, they must possess high emotional intelligence and problem-solving skills. The interview questions mentioned in the case already test this KSA well. However, asking situation-based questions such as *“Consider a scenario where you feel suspicious of a customer shoplifting. What approach would you take in resolving the issue?”* could additionally test problem-solving attributes. Having a diverse panel of interviewers including an experienced associate like Smith who has performed similar roles would be beneficial in assessing the candidates' performance and avoiding any contextual biases regarding race, gender or so. (Stevens, 2012) We strongly believe questions must be asked in chronological order using a common grading rubric with interviewers taking notes and reviewing them at the end of the interview to fairly assess all candidates to avoid biases. (Stevens, 2012) Annexure 1.1 shares a sample grading rubric while Annexure 1.2 describes sample interview questions for reference.

However, to attract candidates with the required KSA's we must address past hiring mistakes. Jamie's failed to reach a larger audience because it hired only through a posting at its store. To attract a larger pool of qualified candidates, Jamie's Market can leverage social media

platforms such as LinkedIn with its feature of matching skills from the candidate's profile to the skills mentioned in the job posting can be a great asset for filtering quality candidates.

Additionally, Jamie's Market can create appealing ads in Fremont's local newspapers and radio stations as it has the largest population and the highest % of high school and college graduates from their customer base. (Ivey, 2021) A focus on campus recruitment especially on students pursuing culinary, hospitality management, or related degrees can ensure that applicants possess relevant knowledge and expertise. To enhance the process of selecting ideal candidates, we can place significant emphasis on referrals from our full-time associates, as they possess valuable insights into the role's responsibilities. Implementing an incentivized employee referral program will aid in the search for suitable candidates while also offering intrinsic bonuses for employees.

While changes to the hiring process are imperative, Jamie's must also focus on providing TAs with appropriate training during the first few weeks of their job. Ensuring permanent associates remain patient and supportive while also assigning them as mentors or 'buddies' to the TAs can smoothen the transition and improve relations between new and old employees. Additionally, hosting on-site and off-site employee socials on non-working days can promote an increased sense of belonging amongst employees. These cost-efficient changes ensure a strong structure, supportive context, shared mindset, and common compelling direction - all essential in enhancing team performance. (HBS, 2016) It is also important to conduct customer feedback and employee surveys at regular intervals to gauge the success of the organizational changes.

We strongly believe that changes to the job description, interview and hiring process, and recruitment marketing alongside the aforementioned organizational changes can help resolve the issue of low motivation & job performance of temporary employees as well as their integration into the organization thus renewing Jamie's Market's path towards resurgent success.

**Annexure 1.1 - Sample Grading Rubric for Temporary Associates**

<b>Criteria</b>	<b>Rating</b>	<b>Comments</b>
<u>Team Management</u> (Strong team player, high <b>agreeableness</b> , evidence of collaboration in past projects)	9-10 - Excellent display of trait 7-8 - Good display of trait 4-6 - Poor display of trait 1-3 - No display of trait	
<u>Time Management</u> (High <b>conscientiousness</b> , evidence of ability to handle multiple tasks)	Same as above	
<u>Motivation</u> (Knowledge of the culinary domain, evidence of <b>openness</b> , and having a positive learning mindset)	Same as above	
<u>Problem-Solving</u> (Ability to solve challenging situations, focus on a solution-oriented and conflict resolution approach, ability to solve basic math)	Same as above	
<u>Emotional Intelligence</u> (Strong <b>emotional stability</b> , showing evidence of <b>extraversion</b> - being affable, approachable, and having a <b>humble</b> personality)	Same as above	
<u>OVERALL SCORE</u>		

## **Annexure 1.2 - Sample Interview Questions for Temporary Associates**

### **(Behavioral)**

1. Explain a specific instance when you faced a conflict in a group, and how you resolved it.  
(Walk me through the problem, address the team, and how your intervention brought in a significant change)
2. Tell us about a time you learned a new skill in less time.
3. Share an uncomfortable experience at work and how you adapted to it.
4. What type of cuisines do you prefer? Do you cook your preferred cuisine?

### **(Situational)**

5. Suppose your customer is looking for a new peanut butter brand. How would you sell our newest product to them despite it being an unfamiliar brand?
6. You are in charge of restocking various items from multiple departments. However, you are understaffed on that particular day. The restocking needs to be done before the doors open. How would you handle the situation?
7. A customer walks up to you but speaks in an unfamiliar language. How do you proceed in this situation?
8. An experienced permanent employee has been harsh and burdens you in delegating tasks. How would you go about completing your assigned tasks and confronting the situation?
9. The customer requests a portion of her bill applied to her credit card. Her total comes to \$38.66. She wants to apply \$30 to her credit card and then hand you \$10 cash. How much change will you give her?" (Proprofs, 2022)

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