

Cover page has been deleted. This project received a 49/50, despite significant spelling and grammar errors. They normally would have lost more points, except for the overall high quality of the paper.

November 18th, 2004
Ms. XXX, Operations Manager

Dear Ms. XXX:

We would like to thank you for giving us the opportunity to assess the hiring procedures for the cashier position at your organization. This opportunity provided us with a real world experience that you can not find within the classroom.

Through our careful analysis of the cashier position, we found that the attributes needed to be a successful cashier are vital to the customers experience at XXX's. The cashier is the first and last employee that the customer sees when visiting your store, and must show them the best customer service possible. For this reason, hiring the best applicants for the position is fundamental to the success of XXX's.

This combined with the large number of applications that are received by your organization, presents the need for a "High Impact Hiring" approach in selecting quality employees for the future. The high impact hiring approach we are suggesting provides you with a structured and systematic procedure that is performance-oriented.

We used the knowledge that we have gained from a semester long seminar on hiring critical human resources to adapt some essential tools to your current hiring procedures. We believe that by utilizing our suggested "high-impact hiring" approach you will be able to make more effective, legal, and fair hiring decisions. Given that customer service is essential to XXX's as an organization, we feel that taking some extra steps in your cashier hiring practices will give you a competitive advantage over your competition.

Along with this letter is a comprehensive selection system that will guide you in making high impact hiring decisions when evaluating potential cashiers. We would gladly entertain any questions or comments you have concerning our proposed selection system. Once again, thank you for your time and the opportunity to work with your wonderful organization.

Sincerely,

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Background on the XXX's Organization and Cashier Position

In 1959, a gentleman started XXX's Sports and Outdoor Adventure. He loved the outdoors and was determined to offer his customers, friends, and family the equipment to assist them in enjoying the outdoors as well. His determination created XXX's and turned it into one of the nation's first large format sporting goods stores. Albert's mission is still being followed to this day, with all XXX's stores striving to provide excellent service, the best possible prices, and widest array of selection.

XXX's outstanding customer service, high-quality merchandise, and knowledgeable staff are what make this sporting goods store unlike all of the rest. By carrying high-quality, brand name equipment, XXX's is able sell their merchandise at a premium, unlike discount retailers like Spots Authority or even Wal-Mart. In addition, XXX's must provide superior customer service to keep their customer's coming back, even if the customers' can find the same product somewhere else for less.

Customer service is so essential to XXX's that it has become their competitive advantage, separating them from their competition (i.e. Sports Authority, the nation's largest sporting goods retailer). At XXX's, customer service is not just being polite and helpful, but it means doing everything in your power to make sure the customer leaves the store having had a positive shopping experience each time they come in.

The employee's that need to provide this quality customer service most frequently are the store's cashiers. Cashiers not only process transactions, but they are directly involved with receiving customer's compliments about their shopping experience. Usually the cashier is the first and last person you see when shopping at XXX's, therefore, they are essential to providing a positive shopping experience. Cashiers help the organization by opening the lines of communication; they are intermediaries between the company and the consumer. Cashiers directly represent the company and can make or break their reputation through the customer service they provide. If the customer enjoys the experience, they will probably come back and tell their friends and family to shop there. However, if the experience is negative, it could be detrimental to XXX's reputation.

A position as a XXX's cashier also provides an attractive employment opportunity. With the majority of the cashier positions being offered as part-time, there is a certain amount of flexibility associated with scheduling for associates who are in school or who are retired. The store is open for well more than eight hours a day; providing opportunities for cashiers to work shifts in the morning, afternoon, or evening. Another advantage to working as a XXX's cashier is to develop your skills and experience dealing with challenging customers and customer service situations. A cashier position is fairly straightforward; however, XXX's provides many opportunities for advancement. Cashiers who perform above and beyond the call of duty have the potential to advance into commissioned sales associates or even managers.

The job duties of the cashier position at XXX's remain fairly consistent over the typical job tenure. The principal tasks required for the position include: processing customer transactions, point of sale discounting, and providing effective customer service. Consequently, a potential cashier applicant does not have to have an extensive amount of work qualifications or educational background. However, to become a successful, quality performing cashier, it is necessary that they possess some critical characteristic attributes. The remainder of our paper will explain how we identified what the critical duties of a cashier are, the attributes that are necessary to accomplish these duties, an evaluation procedure for measuring these critical attributes, and a selection system for making hiring decisions based on these performance-oriented attributes.

Job Analysis- Identifying Job Requirements

Our analysis of the XXX's cashier position was focused on identifying the critical duties that cashiers are required to do on a daily basis. From these critical duties we hoped to identify some universal characteristics (which we will interchangeably refer to as "attributes") that all high performance cashiers' possess. In order to accomplish this, we felt that direct interviews with six subject matter experts would be the best approach to take to attain the necessary information. We also observed many different cashiers' during their shifts to confirm the accuracy of the information we collected in our interviews.

Another approach that we had looked into utilizing was a questionnaire. However, we felt that with our time limitations and inexperience with writing questionnaires that this would not provide reliable information. We also only had a limited number of cashiers that could fill out the questionnaires, and were concerned with the amount of time and effort they would put into answering our questions. In the end, the subject matter experts we decided to interview were five job incumbents and a XXX's Store Operations Manager.

The job incumbents and manager were interviewed by three pairs of students. By working in teams we were able to get a lot of information recorded; however, because of the variance in groups we had inconsistencies in our interview questioning and results. We tried to improve on this inconsistency by interviewing five incumbents to look for similarities in responses and to test the responses against direct observation. We hoped that interviewing multiple job incumbents would result in a more accurate picture due to the diverse and "relatively" large sample size. The results from the interviews and observations seemed adequate; however, we were forced to assume that all the information collected was accurate and encompassed all aspects of the cashier position.

Manager Interview and Summarized Responses

We wanted to start our interviews with the cashiers' manager to get a more broad view of what the company expected of the cashier position, the procedures they are supposed to follow, and an idea of what XXX's "looks for in a cashier." This was also a nice way to contrast the differences between what the cashiers felt was the most important aspects of their job and what the manager believed. The following is a summary of our interview with the Store Operations Manager.

✚ What is the cashier's contribution to the overall goal at XXX's?
ANSWER: They are the vehicle of customer service and oftentimes have the hardest job.

✚ Can you describe to me the XXX's culture?
ANSWER: Operationally focused/Bit of an identity crisis because everything is always changing/Lack of team feel

✚ What characteristics does a cashier need to possess to fit the culture?
ANSWER: Aggressive and self-starter because they are somewhat alienated.

✚ What is your biggest problem with your current cashier team?
ANSWER: Scheduling and turnover due to employing students

✚ What is the best aspect of the current cashier team?
ANSWER: The new management team.

✚ What procedures that a cashier performs are most important?
ANSWER: Taking money, maintenance and housekeeping, and staying productive when there is down time.

✚ What would you say is the minimum skill level to be a cashier?
ANSWER: To have personality!

✚ Describe a top notch cashier.
ANSWER: Ability to learn about items, outgoing and good at getting the customer involved while having a good time doing their job.

✚ How do you feel about the current hiring procedures?

ANSWER: The application is not favorable because it assumes that they love sporting goods.

Cashier Interviews and Summarized Responses

After reviewing our interview with the store's Operations Manager we next set up interviews with cashiers. We chose cashiers with a variety of work experience; some that had been with the company for over two years and some only a few months. The subject matter experts' (cashiers) we interviewed were suggested by Ms. Ganovich because they were known for being strong performers. These experts would be helpful in identifying the critical attributes necessary for being a high performance cashier. We were able to gain a good deal of insight about the job and discovered that many of the incumbents were willing to talk candidly about their jobs.

Below is an abbreviated questionnaire that was used in order to gather and document information about the job. We have also added some the key attributes necessary for each of the responses. Additionally, if you refer to **Appendix 1** we have provided a more in depth interview summary with a part-time and full time job incumbent.

✚ What is the purpose of your job?

ANSWER:

They are the last step in a customer's experience at XXX's.

They are to reinforce that experience in a positive way.

Rational:

- Oral communication and expression are crucial to satisfying this purpose.

✚ What are the ups and downs of being a cashier?

ANSWER:

Up: meeting new people, not having to sell.

Down: poor customer experiences, slow, tedious or hectic, demanding.

Rational:

- Problem solving skills are necessary when dealing with angry customers.
- Selective attention is needed when required to do repetitious work during slow times.

- ✚ What is the average day of a cashier like-what tasks do you perform?

ANSWER:

*- clock in -go to cash station -stock bags if needed -clean area
-sort returns -basic cash transaction -clear trash at close -
occasional inventory -licensing, registering -lost and found.*

Rational:

- These tasks enabled us to develop the key attributes that are critical for being a high performance cashier (discussed in more detail in proceeding sections).

- ✚ What task is most important and why?

ANSWER:

Accurate transaction processing.

Rational:

- Basis for number facilitation ability.

- ✚ What abilities or skills does someone need to possess in order to perform this job well, that you aren't trained after being hired?

ANSWER:

*-problem solving - remembering things - patience -
communication skills.*

Rational:

- These answers aided us in developing each of our critical attributes (discussed in more detail in proceeding sections).

- ✚ What type of employee would not fit into the culture at XXX's?

ANSWER:

Someone who is not adaptable because the experience is constantly changing.

Rational:

- Helped in determining fit and risk factors, as well as, desired personality traits.

The answers provided to these questions formed the base for identifying the critical tasks that cashiers are required to perform. This also provided us

with the necessary information for identifying the knowledge, skills, abilities, fit factors, and risk factors associated with the cashier position. From this we were able to analyze the position of a cashier and identify the critical attributes of high performance employees and measurement tools to aid us in evaluating these attributes.

Job Tasks and Duties

From our interviews and direct observation we came up with a fairly long list of the duties that cashiers were responsible for. Before we narrowed this list down and rated the tasks in order of importance we asked ourselves the question, “What duties are absolutely an essential part of a cashiers’ job; that must be completed successfully to help accomplish the goals of the XXX’s organization?” The most obvious and important task we observed was processing customer transactions in a timely manner. We then consolidated our list of important duties to six tasks.

The duties associated with the cashier position are mostly certainty-based (unchanging) and should not require any new skill acquisition or abilities in the foreseen future. Likewise, all of the tasks associated with the cashier position require only basic cognitive abilities, and no particular psychomotor or physical abilities, with the exception of some amount of flexibility. With this in mind, we developed a list of the most critical and required tasks/duties of the cashier position, as well as, their nuances and possible repercussions. Included in **Appendix 2** is a formal job description listing these job duties along with ratings of their criticality, difficulty, and frequency of completion. Below is a more detailed look at each of the duties (listed in descending order of overall importance). Also, after each description is a list of the knowledge, skills, and abilities (KSA’s) that a cashier must possess to accomplish the tasks.

- ✚ Processing customer transactions- is the chief duty of the cashier position and a task which will employ a great majority of the employee’s time. This is a task which requires English language abilities, as well as, oral and simple mathematical skills. The cashier job entails the use of credit card machines and a cash register. This is the area of which most new employee training is to be focused. While it is an easy task to learn, it requires a fair amount of practice and experience to master. The customer transaction is the final vision that a XXX’s customer sees upon visiting the store. If a customer receives untimely or discourteous service, he or she will leave with a negative and lasting impression of XXX’s. Processing transactions can cause stress resulting from and the possibility of having to appease a long line of customers in a prompt manner. **Knowledge, Skills & Abilities**

(KSA's)- *Spoken English language, number facility, selective attention, speech recognition/clarity.*

✚ Point of Sale (POS) Discounting- is a task which is tied closely to the first task of processing transactions. This task applies to creating all of the necessary discounts applicable to store merchandise. This job requires the use of written language skills and most importantly honesty and trustworthiness. Being that all POS sales are to be properly approved by a manager, a dishonest employee or an employee who neglects to follow proper procedures, could result in lost profit and/or theft from the company. While this is a job performed less often than any other, it is one of the most important since it is tied directly to company profit. POS discounting requires training just as the operation of the cash registers does, however, the amount of training time needed to perform the task successfully is less extensive. **Knowledge, Skills & Abilities (KSA's)**- *Spoken English language, problem behavior-theft, number facility, oral expression, speech recognition/clarity.*

✚ Inventory/ Shrinkage Control- is a task which deals with the returning goods from customers, as well as biannual inventory analysis. Although this job is performed less often than processing customer transactions, it can be even more important. At times when a customer returns goods they may be dissatisfied with the goods that they have received. Due to this, the customer could potentially be in an intemperate mood. A cashier must be able to use problem solving skills to diffuse such a situation as they see fit, and if they are unable to do so, summon a manager for help. The customer interaction skills needed to successfully perform in such a situation may be guided but cannot be completely taught to a new employee (they must already possess human interaction ability). The job also demands the swift recognition of store alarms, and their subsequent handling. **Knowledge, Skills & Abilities (KSA's)**- *Spoken English language (speech recognition/clarity), number facility, oral expression, problem solving. This job may also require a small amount of extent flexibility, needed to bend under the computer terminal stations.*

✚ Providing Customer Service- entails recognizing and responding to customers needs and queries. This task is important to the store in that it helps to promote and sell goods to the customer. An ignored or

neglected customer may become angry if they are unable to find assistance, whereas a customer who is quickly greeted by a knowledgeable salesperson will be more apt to make a purchase. A cashier must be knowledgeable of the entire layout of store to successfully perform this task, and should pass a simple store layout test before being placed on the floor. This job also requires problem solving skills, as customers will come up with unforeseen requests and questions which the cashier will need to answer or know who can address the problem. **Knowledge, Skills & Abilities (KSA's)-** *Spoken English language (speech recognition/clarity), problem solving, oral expression.*

✚ Opening Preferred Customer Accounts- requires being knowledgeable in all aspects of the XXX's Rewards Program. Every customer transaction should include a mention of the Reward Program at the POS. Every cashier should be sufficiently knowledgeable of the program and should be trained in processing new applications. An employee who seems unknowledgeable of the program could cause an interested customer to quickly lose interest. Just as sales associates are held accountable for making their sales goals, cashiers should be held accountable for signing up Rewards members. Therefore, a goal is set that all cashiers should be signing up 2 customers to the program for every hour worked. Cashiers should be fully trained in signing up new accounts, and in addition, should be monitored on their progress by the Cashier manager. **Knowledge, Skills & Abilities (KSA's)-** *Spoken English language (speech recognition/clarity), number facility, oral expression.*

✚ Staying Productive- due to the large amount of 'down time' that can be experienced by cashier's when there are no transaction related tasks to be completed; this is the task that will consume the majority of a cashier's time. Part of the training associated with the cashier job should be to emphasize that a cashier should make the most of this 'down time' by attempting to aid any nearby customer who looks in need of assistance. Cashiers should be aggressive (although not overly so) in approaching customers to offer assistance. An attentive employee can mean the difference between a sale and an unsatisfied customer who never returns to XXX's. If there are no customers in a cashier's proximity they should find other activities to stay busy that help out the rest of the store (i.e. folding shirts, hanging merchandise,

sensor tagging equipment, etc). **Knowledge, Skills & Abilities**
(KSA's)- *Problem solving, oral expression, selective attention.*

Risk and Fit Factors

In addition to the critical duties/tasks, we also identified some fit factors and risk factors associated with the cashier position.

Risk Factors

The main risk factor that was identified when evaluating the cashier job is the turnover rate associated with the position. Turnover causes serious problems for scheduling and staffing XXX's stores. From the interviews that we preformed, it was apparent that there are plenty of applicants who are hired, but soon after hire are on their way out the door. One important factor associated with this type of turnover is the amount of money it takes to train each new employee. There needs to be a way to slow down this turnover, possibly offering incentives, to counteract the negative effects that it causes. Another suggestion for dealing with high turnover is to relay Realistic Job Previews (RJP) to applicants. A RJB provides an applicant with a clear picture of what is expected of the cashier position, both positive and negative aspects. This will help mentally prepare applicants for the negative aspects of the job and will eliminate applicants who are not interested. One of these suggested options will limit the turnover rate of the cashier position.

The other main risk that was identified is the possibility of hiring someone who steals or gives discounts to friends (one of the key attributes identified in the proceeding sections). Every store accounts for what they predict will be lost, stolen, or accidentally not purchased. What the company wants to do is minimize the amount of money that is lost for any of these reasons. The losses of the company are what cause lost profits and potential business failure. Some potential tools for analyzing this risk factor are to perform reference checks or personality tests on cashier applicants to help determine whether the applicant would be a risky hire (this will be discussed in more detail in later sections).

Fit Factors

The acceptability of an employee within the XXX's store culture is another important aspect of analyzing the cashier position. The fit of a cashier into

the XXX's community contributes to the company's ability to reach their goals and move into the future. When looking for the next high performance cashier, XXX's must look for an employee that best fits the job attributes of the cashier position (identified in following sections). The company has the ability, and should spend the time and money necessary to find the best possible fit from their pool of applicants.

The culture of XXX's calls for a well behaved and pleasant cashier, who is energetic and enthusiastic about providing the best experience possible for their customers. All applicants must also abide by the required dress code and procedures presented in the XXX's Employee Handbook. This helps present a consistent experience for all XXX's customers.

XXX's can aid applicants in finding comfort within the XXX's culture by supporting an atmosphere that is accommodating to new hires. This will help develop job applicants into the best performing job incumbents. XXX's can also increase the chances of hiring applicants who fit the mold of their culture by using personality tests (such as the suggested Wonderlic Test that is discussed later) that help identify the personality traits of job applicants. Also following our suggested interviewing system will help XXX's determine whether or not applicants have the critical attributes necessary for becoming successful cashiers. Both of these measurement tools will be looked at in great detail later on.

O*Net Summary

Tasks

- Answer customers' questions, and provide information on procedures or policies.
- Bag, box, wrap, or gift-wrap merchandise, and prepare packages for shipment.
- Compute and record totals of transactions.
- Count money in cash drawers at the beginning of shifts to ensure that amounts are correct and that there is adequate change.
- Establish or identify prices of goods, services or admission, and tabulate bills using calculators, cash registers, or optical price scanners.
- Greet customers entering establishments.
- Issue receipts, refunds, credits, or change due to customers.
- Issue trading stamps, and redeem food stamps and coupons.
- Maintain clean and orderly checkout areas.
- Monitor checkout stations to ensure that they have adequate cash available and that they are staffed appropriately.

Knowledge

Customer and Personal Service — Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.

Clerical — Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.

Mathematics — Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.

Computers and Electronics — Knowledge of circuit boards, processors, chips, electronic equipment, and computer hardware and software, including applications and programming.

English Language — Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and

grammar.

Skills

Mathematics — Using mathematics to solve problems.

Service Orientation — Actively looking for ways to help people.

Speaking — Talking to others to convey information effectively.

Social Perceptiveness — Being aware of others' reactions and understanding why they react as they do.

Active Listening — Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

Abilities

Oral Expression — The ability to communicate information and ideas in speaking so others will understand.

Number Facility — The ability to add, subtract, multiply, or divide quickly and correctly.

Near Vision — The ability to see details at close range (within a few feet of the observer).

Oral Comprehension — The ability to listen to and understand information and ideas presented through spoken words and sentences.

Finger Dexterity — The ability to make precisely coordinated movements of the fingers of one or both hands to grasp, manipulate, or assemble very small objects.

Speech Clarity — The ability to speak clearly so others can understand you.

Wrist-Finger Speed — The ability to make fast, simple, repeated movements of the fingers, hands, and wrists.

Information Ordering — The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).

Memorization — The ability to remember information such as words, numbers, pictures, and procedures.

Manual Dexterity — The ability to quickly move your hand, your hand together with your arm, or your two hands to grasp, manipulate, or assemble objects.

Work Activities

Controlling Machines and Processes — Using either control mechanisms or direct physical activity to operate machines or processes (not including computers or vehicles).

Communicating with Persons Outside Organization — Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.

Performing for or Working Directly with the Public — Performing for people or dealing directly with the public. This includes serving customers in restaurants and stores, and receiving clients or guests.

Handling and Moving Objects — Using hands and arms in handling, installing, positioning, and moving materials, and manipulating things.

Documenting/Recording Information — Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.

Establishing and Maintaining Interpersonal Relationships — Developing constructive and cooperative working relationships with others, and maintaining them over time.

Performing Administrative Activities — Performing day-to-day administrative tasks such as maintaining information files and processing paperwork.

Identifying Objects, Actions, and Events — Identifying information by categorizing, estimating, recognizing differences or similarities, and detecting changes in circumstances or events.

Monitor Processes, Materials, or Surroundings — Monitoring and reviewing information from materials, events, or the environment, to detect or assess problems.

Updating and Using Relevant Knowledge — Keeping up-to-date technically and applying new knowledge to your job.

Critical Knowledge, Skills, and Abilities (KSA's)

After identifying all of the critical tasks that cashiers' are responsible for accomplishing, we began to evaluate what attributes an applicant must possess in order to be successful at these tasks. We looked to all of the information we had collected from our interviews and observations and began to link critical attribute characteristics to the duties and tasks we identified in the job description. We explicitly linked the attributes to the tasks in the "critical employee attributes" chart found in **Appendix 2**. A summary of the critical KSA's that we identified and the rationale behind them are as follows:

Knowledge:

- ✚ English Language: In order to clearly communicate with the customers at XXX's all cashiers will need to have knowledge of the English language, both written and spoken. They will need to be able to answer questions and provide information to customers in English. Also, cashiers are required to fill out POS forms in English.

Skills:

- ✚ Problem Solving: Cashiers are faced with many unusual transactions that they will have to find a solution for, in order to successfully complete them (i.e. merchandise not ringing up at the correct price). They will also have to find solutions to customer questions and complaints. There are many situations that cashiers will be confronted with that they can not be trained for, and they will have to figure out on their own.
- ✚ Problem Behavior- Theft: Cashiers are in a unique position to cause shrink in all of the XXX's stores. Whether it is theft, unwarranted discounting, or inaccurate transaction processing; cashiers can cause serious shrinkage problems for the store. Cashiers need to be honest and trustworthy in all aspects of their job duties and tasks.

Abilities:

- ✚ Number Facility: Cashiers need to be able to quickly adjust prices when registers don't do it automatically. They also need to be able to recognize that transaction totals reflect the sum of the products that they are ringing up. This is essential for cashiers to accurately ring transactions

- ✚ Oral Expression: Cashiers need for oral expression is seen in almost all of their critical duties including- informing customers of transaction totals, explaining the XXX's Reward Program, directing customers to different areas around the store, explaining store's return policy to customers, communicating customer complaints to managers, etc.

- ✚ Selective Attention: Cashiers are required to work in a small area, doing repetitive tasks, for long periods of time. In order for them to stay productive and process accurate transactions, high performance cashiers possess the ability of selective attention.

Performance Attributes Matrix

An important part of making hiring decisions is discovering how you are going to assess the attributes you're looking for in applicants. One method is to organize your hiring tools and job relevant attributes into a "performance attribute matrix" like the one shown below. The matrix identifies the key attributes of the job and then specifies which tool will be used to measure them. Using the KSA's of the cashier position, we identified which tool should be used to measure each KSA.

Performance Attribute Matrix				
Attribute	Application	Interview	Reference Check	Wonderlic
Spoken English language				
Problem Solving				
Problem Behavior- Theft				
Number Facility				
Oral Expression				
Selective Attention				

:Indicates that the tool measures specified attribute

This performance attribute matrix allows you to see what hiring tools will be used to assess the key attributes of a cashier at XXX's. The matrix ensures that all the attributes we found to be critical are measured. As you can see above, it was decided that our key attributes will be measured using four tools: an application, interview, reference check and a personality test. Moreover, this visual representation shows that critical attributes can and should be measured by more than one tool. For example, it is seen that problem solving will be assessed through questions in an interview as well as information gained from a reference check. Therefore, a hiring manager should rely on information or scores from all the tools used to measure each attribute when making a hiring decision.

In addition, the matrix will help dissuade managers from using one tool to measure too many attributes. For instance, an attribute like problem behavior could be assessed through an interview. However, a reference check or the Wonderlic test can also give you some insight into an applicants' behavior. Each of these evaluation tools also has a varying degree of reliability and validity, illustrating the importance of utilizing more than one measurement tool. The performance attributes matrix helps

you build a set of measurement tools so you are able to make better assessments of applicants, and therefore, make better hiring decisions.

In the proceeding sections we will now look in more detail at each of these evaluation tools.

Cashier Job Application

The cashier job application should be used to measure selective attention or the ability to perform repetitious duties. This will be most effective if the applicant has had previous work experience where the duties were repetitive. However, if the applicant has no work history or hasn't previously worked in a job where repetitious duties were involved, the application will also be used to gather general information about the applicant.

The current application being used by XXX's follows a standard format used by many businesses (Refer to **Appendix 3** for the XXX's job application). We feel that the application is sufficient in the information it collects, but could be improved with some minor adjustments. These recommendations will be used to ensure the legality of the application process and to better assess the job related attributes it is trying to measure.

Our first recommendations for improving the current online application is the addition of a disclaimer explaining to the applicant that they must fill out the Form I-9 at least three days before they would be able to work. This form will provide proof that an applicant is eligible for employment. The benefit of including this in the application is that it will insure that all new hires are legally acceptable and it will detract some applicants from applying if they don't comply with the Immigration and Nationalization Service.

We would also suggest adding a new section to the application form that will assist in identifying the job applicants' ability of "selective attention." A separate section should be utilized for an "accomplishment records." This section allows job applicants to provide an in depth description of a past experience that relates to a hypothetical experience that a cashier would experience. The most effective situation to have applicants respond to would entail a past experience where they had to do a repetitive action. This would allow you to measure the "selective attention" attribute of applicants (a more detailed guide for measuring selective attention can be found in the "decision guide for hiring cashiers" portion of this report). The negative aspect of including this section is that many applicants may not have had this type of experience.

Our last recommendation is that your application should more clearly define what the cashier position entails. Including a link to the job description we have provided allows applicants to better understand what XXX's is "looking for." This will increase the likelihood of the applicant finding the job application to be job related. Applicants who find the application to be a job relevant tool will be more willing to provide the requested information in an accurate manner.

Interview Guide for Cashier Position at XXX's

The interview guide should be used to measure the spoken English language, problem solving, oral expression and selective attention attributes.

Questions are formatted in a way that directly assesses problem solving and selective attention. Spoken English language and oral expression will be measured through general conversation and discussion with the applicant.

We would recommend that you use structured interviews when evaluating cashier applicants.

Structured interviews involve asking only questions that are based on the analysis of critical job requirements. We believe that this type of interview will be more effective than the traditional, un-structured interview.

Research has shown that the reliability and validity of structured interviews is much better than that of unstructured interviews. This will guarantee that the questions being asked are all job-related and asked of each applicant; therefore, minimizing the likelihood of an applicant finding your interviewing system to be illegal.

To increase the validity of the interview, we will only be assessing four critical attributes. These attributes, as previously mentioned, are spoken English language, oral expression, selective attention and problem solving. The interview will consist of open-ended, situational and behavioral questions.

The interviewer should first introduce him/herself to the applicant; describe what they do in the organization and what part they have in the hiring process. Opening the interview with an ice breaker question will also help to put the interviewee at ease. The following are our recommendations for the questions that should be used during the interview:

Questions:

- ✚ How was your drive to the interview?
- ✚ Can you tell me about any prior experience you have had in the retail industry? If no prior experience, can you tell me why you want to work in this industry?
- ✚ This job can be somewhat repetitive, how can you make this an enjoyable experience for you and the customers?

- ✚ If you had a customer who was upset with the service they had received while shopping in our store, how would you try to improve their experience? Would you handle this situation on your own or refer them to upper management?
- ✚ Depending on the time of day you are working, you might realize you have some idle time. How would you make good use of this down time?
- ✚ Tell me about a situation in the past when you did not know how to properly follow a procedure to complete a task. What did you do and what was the result?
- ✚ Referring to the previous question: Is there anything you think you should have done differently?
- ✚ If you had been working with a close co-worker for the past year and you discovered that they had stolen \$5 from the register for bus fare, what would you do? How would this affect your relationship?
- ✚ Do you have any questions about our organization or the cashier position in which you are applying?

To help identify what attribute each question is evaluating we have included an “interview question attributes matrix” that illustrates the connection between each question and its intended attribute (Refer to **Appendix 4**). Also, to help in rating and evaluating applicants’ responses to these questions, we have included a “guideline for interview ratings” and an “interview evaluation form” (Refer to **Appendix 5** and **Appendix 6**). These will be used by interviewers to assess applicants on specific attributes rather than making overall subjective decisions about candidates.

Reference Checking Procedure

The reference checking procedures we have supplied will assist the hiring manager by providing them with the information that is necessary for measuring the problem solving, problem behavior, number facility, and selective attention attributes. The reference checking procedure is also an important tool for confirming all of the information you as an employer have collected on job applicants. All reference checking should be done with great care, and all inquiries on applicants should be job-related to avoid any claims of legal wrong doing.

The reference checking form will assist the hiring manager in rating the applicant based on the responses of the applicant's references. For each attribute, the hiring manager is to check the response given as either desirable, acceptable, unacceptable or the person giving the reference wouldn't answer. There is also a space to write comments about each attribute. This space should be utilized if the reference provider gives a specific example or key words describing the applicant. The manger should also make sure to verify the dates of employment, position held, and reason the applicant left their previous employer. If the reference is a credible source, the XXX's hiring manager should be able to make clear assessments of the critical attributes being tested. The reference checking form that should be completed for all reference checks done on job applicants' can be found in **Appendix 7**.

Wonderlic Productivity Index (WPI)

The Wonderlic Productivity Index (WPI) should be used to assess the problem solving, problem behavior and selective attention attributes. Answers and scores directly related to those attributes will be given the most attention, although the overall rating of the test will be given consideration in regard to fit factors.

Since the job of a cashier is viewed as an entry level position with no truly complex requirements, we suspect that almost every applicant who is able to successfully fill out an application will already possess the basic math and English language skills needed to perform the job. We also feel that the abilities required for the cashier job (Oral Expression, Number facility) are all readily available in the “majority” of the individuals who are expected to apply for the cashier job. Upon reaching these conclusions, we looked at the remaining skills necessary to successfully complete the cashier job (Problem Solving, Problem Behavior-theft and Selective Attention).

It was found that these areas would be the hardest of all to deduce through the use of applications and interviews. For this reason, we decided that every candidate whose application possessed the necessary hiring qualifications, should take a test to assess the candidate's past behavior. The test that we recommend is the Wonderlic Productivity Index (WPI). Wonderlic is one of the most trusted names in all of pre-employment testing with over 50 years of research behind them. Wonderlic tests are some of the best around, and generally resistant to “smart” test takers who can reason their way to correct answers (www.wonderlic.com/products/product.asp?prod_id=39).

The WPI is a test crafted for entry level positions. It is also a test which addresses many of the most critical aspects of the cashier job including: productive behavior, service and support, and most notably turnover (one of the most prevalent risk factors associated with the cashier position). The index is a highly valid measure for this job, as it has proven in the past to be a highly successful index for selecting entry level jobs dealing with customer service.

The most notable problem with using this test is the cost component. If you refer to **Appendix 8**, we have provided the prices for this test along with the

reliability and validity data of the Wonderlic Productivity Index. Though an initial investment would be required to provide this test to applicants, we feel that the benefits that XXX's would receive from controlling the risk factors associated with hiring potential cashiers (i.e. theft), clearly outweighs the costs.

Results from this test will need to quantify the attributes being tested into 1 of 3 categories: desirable, acceptable, and unacceptable. Like the rest of the evaluation tools, the ratings from the WPI will be used for the overall applicant evaluation (this will be explored the next section).

Decision Guide for Hiring Cashiers

Once all of the tools have been used to measure all of the critical attributes, a rating should be determined for each one. There are three ratings for each attribute: Desirable, Acceptable and Unacceptable. Desirable would be the optimal choice, but acceptable is adequate. We have provided suggestions for the guidelines that determine what is considered desirable, acceptable and unacceptable for each attribute. These might change over time and require updating, but what should be followed presently is described in the below profile:

Spoken English Language

Desirable: Displays extensive knowledge of the English language through communicating clearly and intellectually. Also is able to fully comprehend spoken English.

Acceptable: Somewhat able to communicate clearly and effectively. Sometimes doesn't fully comprehend what is said to them.

Unacceptable: Isn't able to communicate clearly in English at all and cannot comprehend spoken English.

Problem Solving

Desirable: Able to think through and solve complex problems. Applicant is able to address questions and concerns with skill, intellect, ease and confidence.

Acceptable: Applicant is able to solve most problems, but not all. Applicant struggles slightly to reach the correct answer to questions, but generally offers enough help to satisfy the needs of the person asking the question.

Unacceptable: Unable to reach conclusions about problems. Applicant cannot address questions or concerns with suitable answers or alternatives.

Problem Behavior

Desirable: Does not have a past record of theft or problem behavior whatsoever. Displays strong trust worthiness and honesty.

Acceptable: Displays only one or two minor aspects of problem behavior, but no record of theft. Displays trust worthiness and honesty.

Unacceptable: Has a record of theft or extensive problem behavior patterns. Exhibits traits associated with dishonesty.

Number Facility

Desirable: Able to compute numbers and evaluate mathematical equations in their head accurately, swiftly, and with ease. Arrives at correct answers 90% of the time or more.

Acceptable: Can compute numbers and evaluate some mathematical equations in their head, but others need the assistance of a calculator or pencil and paper. Arrives at correct answers around 70% of the time and struggles with computation occasionally.

Unacceptable: Not able to evaluate mathematical equations without the use of a calculator. Displays a lack of knowledge of basic mathematics.

Oral Expression

Desirable: Always expresses themselves clearly and with poise. Can easily converse with people in a courteous and confident way.

Acceptable: Expresses themselves clearly most of the time. At times they seem nervous and may stutter or speak unclearly; however they are always courteous and polite.

Unacceptable: Cannot express themselves in a clear and effective way. Speech is muffled, slurred, or incoherent.

Selective Attention

Desirable: Displays the potential to perform repetitive duties for long periods of time without losing interest or attention to detail.

Acceptable: Somewhat displays the potential to perform repetitive duties for long periods of time, but may lose interest and quality of work might deteriorate slightly.

Unacceptable: Refuses to do repetitive work because they will quickly lose interest and not do their job. May have to be “inventive” and break policy to remain interested with his or her work.

Using these ratings, you can now evaluate each applicant by scoring them on each critical attribute with the “applicant evaluation form” (refer to **Appendix 9**). Once all the data is compiled for each applicant, you can compare the results to make your hiring decision. An easy way to visualize the results is to organize the ratings for each attribute for every individual applicant into an evaluation matrix like the one below. The hiring decision is based on number of “desirable” ratings, however if an applicant has one or more “unacceptable” they will be excluded and not considered for the job. The attributes that are being rated are critical to being a high performance cashier; therefore, having an unacceptable in one area will not be adequate.

Sample Evaluation Matrix

Scenario One: There are more positions than applicants

Applicant	Spoken English language	Problem Solving	Problem Behavior-Theft	Number Facility	Oral Expression	Selective Attention	Hiring Action
Linda	Acceptable	Desirable	Desirable	Desirable	Acceptable	Desirable	Hire
Nancy	Desirable	Acceptable	Desirable	Acceptable	Acceptable	Acceptable	Hire
Jared	Acceptable	Acceptable	Desirable	Acceptable	Acceptable	Acceptable	Hire
Matt	Acceptable	Unacceptable	Acceptable	Desirable	Acceptable	Unacceptable	Don't Hire

Scenario Two: There are more applicants than positions

Applicant	Spoken English language	Problem Solving	Problem Behavior-Theft	Number Facility	Oral Expression	Selective Attention	Hiring Action
Linda	Acceptable	Desirable	Desirable	Desirable	Acceptable	Desirable	Hire 1
Nancy	Desirable	Acceptable	Desirable	Acceptable	Acceptable	Acceptable	Hire 2
Jared	Acceptable	Acceptable	Desirable	Acceptable	Acceptable	Acceptable	Hire 3
Matt	Acceptable	Unacceptable	Acceptable	Desirable	Acceptable	Unacceptable	Don't Hire

In the first scenario of the “sample evaluation matrix,” XXX’s has more positions open than they have applicants. In this case they would hire all candidates that don’t have a rating of unacceptable for any given attribute.

In the second scenario, XXX’s has more applicants than job openings. In this case, they should first hire the applicant with the most “desirable” ratings and then work down from there, still excluding anyone with one or more unacceptable ratings. If there are applicants with the same amount of desirables and you need to differentiate between them, make your decision based on which candidate has more desirable scores on the most significant attributes, according to the attribute ratings.

There are other numerical approaches that can be utilized instead of the desirable, acceptable, and unacceptable approach. We feel that the way we have outlined is simple and easy to use. Always remember to dispose of any applicants with unacceptable ratings on any attribute and refer to the attribute ratings when you need to choose among a group of similar applicants.

Conclusion

We hope that you will find that the hiring tools we have provided are a good addition to your current hiring procedures. By offering our advice we are not suggesting that your current practices are insufficient, we simply want to give you some suggestions from the viewpoint of a human resource management team. The recommendations will help you to focus on the key attributes of high performance cashiers during the hiring process. This type of hiring system will lead to more effective hiring decisions and avoid the troubles of the expensive litigation that comes from illegal hiring practices.

We made a few suggestions for changes to your current application, to help concentrate your evaluations on the critical attributes necessary for being a high performance cashier. The structured interview process was also recommended as a more valid hiring tool than the traditional interview process. By conducting the interview process in a structured manner you will be promoting a fair and valuable interview experience. The interview rating form will help you to focus on the behaviors that are essential to the job and will allow you to compare scores when using multiple interviewers.

We also included a reference checking form. We found this to be useful when going through the reference checking process. It helps you to stay focused on what you need to assess. They also help to document with whom you spoke, what questions you asked, and how you came to your conclusions about the applicants' qualifications.

Since one of the major problems XXX's is faced with in regards to the cashier position is turnover; we recommended using a pre-hiring testing tool to help predict an applicants potential to leave a job and some other potential problem behaviors. The suggested Wonderlic Productivity Index test is one of the most trusted names in pre-employment testing and we believe you will find it useful for evaluating several attributes of a potential employee.

Most importantly we incorporated a decision tool. It is crucial to end the high impact hiring process with an effective hiring decision. The process we recommended is easy to follow and produces great results.

Our team based our recommendations on the information we have learned this semester in our MGMT 4020 “Hiring and Retaining Human Resources” class. We also utilized information from our textbooks, High Impact Hiring and Talent Flow, both co-written by our professor Joseph Rosse and his associate Robert Levin. In adopting the practices we suggested, we believe that you will benefit from a high impact approach to hiring. Should you have any questions we would be glad to answer them for you. Thank you again for the opportunity and we hope that you find our proposal useful.

Appendix 1- Job Analysis Documentation

Position: Part-Time & Full-Time Cashiers

Interviewer: Lauren Neville

Interviewees: Lauren & Andrew

HIRING

1. Did you have any prior cashier work experience before this job?
2. Is there much room for advancement within XXX's?
3. Did you need to have any in depth knowledge about the sporting goods industry?
4. Is XXX's flexible in working with your schedules?
5. Why did you apply for this particular position?

DAILY TASKS

1. What do you feel the purpose of your job is?
2. Do you have any opening or closing duties?
3. Are there any tasks that need to be completed during slow periods of the job?
4. Was it challenging to learn the tasks of the job?
5. What type of personality do you need to work here?

CHALLENGES

1. Are there any improvements that could be implemented within this job?
2. Are there any repercussions if you make a mistake?
3. Do you always agree with management and what the company stands for?

OVERVIEW

Lauren and Andrew had similar interpretations of their experience working for XXX's as a cashier. They both went through a three day orientation of the history of XXX's, how to handle customers, and a basic overview of the job. Andrew had prior experience working as a cashier, but Lauren did not. I found it interesting that Lauren was initially offered a sales position even

though she was part-time, and Andrew was not though he was able to work full-time. It appears that there is room for advancement within XXX's, but according to Andrew, who has been at XXX's for almost a year, he was never offered a head cashier position.

Both Lauren and Andrew agreed that learning the cashier duties was not too difficult. They have a fairly user friendly computer system to work with and there is quite a bit of down time. During these lulls, cashiers are required to make good use of their time by cleaning their work station and folding or hanging clothes.

Lauren had a very difficult time with XXX's working around her school schedule due to the high turnover rate and lack of extra cashiers. However, Andrew had no complaints because 90% of the scheduling is completed a month in advance. The only reason I could think of as to why Lauren had difficulties was because she had exams in school that needed to be scheduled around/during odd times.

Both cashiers see the need for improved communication between managers because the ratio of employees to managers was only 4 managers for 15 employees. They also complained of the boredom and repetitiveness of the position, but recognized that there is not much you can do to make a cashier position exciting. Overall, I found both interviews to be very insightful and I was able to get in depth as to what their kudos and concerns were.

Appendix 2- Job Description and Critical Employee Attributes

Job Title: Cashier

Summary: To efficiently and accurately complete all XXX's customer transactions. Providing a positive experience for all of the store's customers is also an essential part of the job.

Essential Duties and Tasks:

<u>Task</u>	<u>Description</u>	<u>Ratings</u>		
		<u>Frequency</u>	<u>Difficulty</u>	<u>Criticality</u>
1.	<u>Processing Customer Transactions</u>	4.3	4.8	4.3
1a.	· Tenders customer purchases with any form of payment accepted by XXX's.			
1b.	· Completes transactions in a timely manner.			
1c.	· Processes transactions accurately and according to policy.			
2.	<u>Point of Sale Discounting</u>	3.1	4.5	4.1
2a.	· Applies transaction discounts with proper approval from management.			
2b.	· Completely/accurately fills out "point of sale discount" forms.			
3.	<u>Inventory/Shrinkage Control</u>	4.1	4.4	4.0
3a.	· Processes all return transactions merchandise is recaptured in inventory.			
3b.	· Recognizes when store alarms are triggered and record events in alarm log.			
4.	<u>Providing Customer Service</u>	4.8	4.7	3.9
4a.	· Greet all customers that they come in contact with.			
4b.	· Answer customer questions.			
4c.	· Help solve customer problems and answer customer questions.			
5.	<u>Opening Preferred Customer Accounts</u>	3.5	4.1	4.7
5a.	· Provide information regarding the XXX's Rewards Program.			
5b.	· Sign up two customers for XXX's Rewards Program for every hour worked.			
6.	<u>Staying Productive</u>	5.0	3.9	4.8
6a.	· Stay in constant motion during downtimes by working on store projects.			

Critical Employee Attributes

<u>Attribute</u>	<u>Rating</u>	<u>Link to Tasks</u>
<u>Knowledge</u>		
· Spoken English language	4.6	1a, 2a, 3a, 4a-c, 5a-b
<u>Skills</u>		
· Problem Solving	4.2	2a, 4a-c
· Problem Behavior- Theft	4.5	1a, 1c, 2a-b, 3a-b
<u>Abilities</u>		
· Number Facility	4.1	1a-c, 2b, 3a
· Oral Expression	4.8	1a, 2a, 3a, 4a-c, 5a-b
· Selective Attention	4.7	1a-b, 3a, 6a.

Appendix 3- XXX's Current Job Application Form

XXX's Online Employment Application

All applicants will receive equal consideration without discrimination because of race, religion, gender, age, national origin or disability or any other protected category.

Note: some fields below are required. These fields are indicated with an *.

Personal Information

Name: First* MI Last*

Street Address:* Apt Number:

City:* State* Zip Code:*

Home Phone:* Work Phone

Email Address:

Are you under 18 years of age?

Yes No

If so, give date of birth:

Position

Position Applying For:

Choose a position. Note only the listings preceded by --- are positions. The other choices represent where the position falls in the XXX's Organization.

Primary Choice:* Choose desired status:*

Secondary Choice:*

How did you hear about us?

Primary Location Applying for:*

Secondary Location Applying For:

Salary Requirements:

Hours of Availability (Check all that apply) Days Nights

Weekends

Education

Name and Location of High School attended:*

Did you Graduate?*

Yes
 No

Name and Location of College/University attended:

Field of Study:

Degree Obtained:

Select Degree

Did you Graduate:

Yes
 No

Name and Location of College/University attended:

Field of Study:

Degree Obtained:

Select Degree

Did you Graduate:

Yes
 No

Previous Employment

Please give an accurate, complete full-time and part-time employment record. Include any job-related military service assignments and volunteer activities. Start with your current employer (or most recent employer if not currently employed) and account for all periods of unemployment.

1.	Employer:	Dates		Responsibilities
	Address and Phone:	From	To	<input type="text"/>
	Position:	<input type="text"/>	<input type="text"/>	
	Supervisor:	Wage/Salary		
	Reason for Leaving:	Start	Final	

<input type="text"/> <input type="text"/>			
Termination:	Select		

2.	Employer:	<input type="text"/>	Dates	Responsibilities
	Address and Phone:	<input type="text"/>	From	To
	Position:	<input type="text"/>	<input type="text"/>	<input type="text"/>
	Supervisor:	<input type="text"/>	Wage/Salary	
	Reason for Leaving:	<input type="text"/>	Start	Final
	Termination:	Select		

3.	Employer:	<input type="text"/>	Dates	Responsibilities
	Address and Phone:	<input type="text"/>	From	To
	Position:	<input type="text"/>	<input type="text"/>	<input type="text"/>
	Supervisor:	<input type="text"/>	Wage/Salary	
	Reason for Leaving:	<input type="text"/>	Start	Final
	Termination:	Select		

4.	Employer:	<input type="text"/>	Dates	Responsibilities
	Address and Phone:	<input type="text"/>	From	To
	Position:	<input type="text"/>	<input type="text"/>	<input type="text"/>
	Supervisor:	<input type="text"/>	Wage/Salary	
	Reason for Leaving:	<input type="text"/>	Start	Final
	Termination:	Select		

Other

Have you ever been convicted of a crime in any state? (If you are not applying for a position as a driver, do not include minor traffic offenses, but you should include all conviction classified as felonies, misdemeanors, guilty pleas, or pleas of nolo contendere. Do not include sealed or expunged records, post- or pre-trial diversions, or arrests or detentions that did not result in a conviction.)*

Yes

No

A criminal record does not constitute an automatic bar to employment; however, the type of conviction and when it occurred will be considered).

If yes, explain fully, including type of offense, date and location:

XXX's has a policy of assuring that the work environment is free from harassment and discrimination. Has any previous company/supervisor ever accused you of sexual or other harassment or employment discrimination?*

Yes

No

If yes, please explain:

If hired, would you be able to perform all functions and all necessary job assignments of the particular job for which you are applying?*

Yes

No

If no, please explain:

Please list any other skills, hobbies, interests or sporting background that you believe may be related to the job for which you are applying. Also, please indicate your level of experience in these areas as basic,

intermediate or advanced.

References (Do not list relatives)

1. Name	<input type="text"/>	Occupation	<input type="text"/>
Address	<input type="text"/>	Phone	<input type="text"/>
2. Name	<input type="text"/>	Occupation	<input type="text"/>
Address	<input type="text"/>	Phone	<input type="text"/>
3. Name	<input type="text"/>	Occupation	<input type="text"/>
Address	<input type="text"/>	Phone	<input type="text"/>

Certification

(please read carefully before submitting application)

I understand that receipt of this application does not imply that I will be employed nor does it indicate there are positions available. In addition, I understand that this application will become inactive after six months. If required, any future offer of employment is contingent upon passing a prescribed post-offer physical examination.

By submitting this application, I hereby authorize the release of any employment data relevant to employment to XXX's for the purpose of employment investigation. I authorize a thorough investigation of my past employment, activities, and background and agree to cooperate in such investigation and release from liability or responsibility all persons and corporations requesting or supplying such information. The investigation may also include a determination regarding whether I have a criminal record.

I agree to submit to any lawful drug, alcohol, or other testing which may be required as a condition of employment or continued employment and understand that refusal to promptly submit and cooperate with such testing prior to or during the course of my employment will result in disqualification from consideration for employment, or, if hired, termination.

I fully understand that if employed, any misrepresentation or omission on the application or any other company record will result in dismissal, regardless of date of discovery. I acknowledge that employment is also subject to a satisfactory review of my references.

Neither this application nor any statements made to me during the hiring process or thereafter shall be considered a contract or employment of any kind. Where such contract is intended, I understand that it will be separately entered into and signed by the President of the Company. Absent such contract, I understand that if hired, my employment will be terminable-at-will, without cause or notice, that I am not being employed for any specified or definite period of time, and that this application is not and is not intended to be a contract, offer, statement or confirmation of or for continued employment. I understand that any employee handbook or manual does not represent an employment contract if I am hired. The Company may alter, modify, amend, or terminate any of its policies and benefits, both as to active and retired employees.

Maryland Residents only: Under Maryland law, an employer may not require or demand, as a condition of employment, prospective employment, or continued employment, that an individual submit to or take a lie detector or similar test. An employer who violates this law is guilty of a misdemeanor and subject to a fine not exceeding \$100.

Massachusetts Residents only: An applicant for employment with a sealed record on file with the commissioner of probation may answer "no record" with respect to an inquiry herein relative to prior arrests, criminal court appearances or convictions. An applicant for employment with a sealed record on file with the commissioner of probation may answer "no record" to an inquiry herein relative to prior arrests or criminal court appearances. In addition, any applicant for employment may answer "no record" with respect to any inquiry relative to prior arrests, court appearances and adjudications in all cases of delinquency or as a child in need of services which did not result in a complaint transferred to the superior court for criminal prosecution.

It is unlawful in Massachusetts to require or administer a lie detector test as a condition of employment or continued employment. An employer who violates this law shall be subject to criminal penalties and civil liability.

This application has been drafted to comply with current state law. In the event of change in state law which affects any questions in this application, reply only to the extent permitted by state law.

By submitting this application, you acknowledge having read the above certification.

Appendix 4- Interview Questions Attribute Matrix

Questions	Spoken English language	Problem Solving	Oral Expression	Selective Attention
How was your drive to the interview?				
Can you tell me about any prior experience you have had in the retail industry? If no prior experience can you tell me why you want to work in this industry?				
This job can be somewhat repetitive, how can you make this an enjoyable experience for you and the customers?				
If you had a customer who was upset with the service they had received while shopping in our store, how would you try to improve their experience? Would you handle this situation on your own or refer them to upper management?				
Depending on the time of day you are working, you might realize you have some idle time. How would you make good use of this down time?				
Tell me about a situation in the past when you did not know how to properly follow a procedure to complete a task. What did you do and what was the result?				
Referring to the previous question: Is there anything you think you should have done differently?				
If you had been working with close co-worker for a year and you discovered that they had stolen \$5 from the register for bus fare, what would you do? How would this affect your relationship?				

: Indicates that question assesses specified attribute

Appendix 5- Guidelines for Interview Ratings

Desirable	Acceptable	Unacceptable
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The following are sample answers that define desirable and unacceptable answers to the interview questions. These are to be used as a guide for rating, not absolute answers.

Interview Questions	Desirable Answer	Unacceptable Answer
How was your drive to the interview?	Talk about the drive and where they drove from. Show enthusiasm and thank the interviewer for asking.	Close ended answer with no explanation.
Can you tell me about any prior experience you have had in the retail industry? If no prior experience, can you tell me why you want to work in this industry?	Describe the previous situation in which they worked, where it was, what their responsibilities were and why they liked it.	Tell you they have had no experience in retail and just need a job.
This job can be somewhat repetitive, how can you make this an enjoyable experience for you and the customers?	By being positive and always smiling. Keeping a good attitude can make any job enjoyable.	By watching the clock and counting down the hours until their shift is over.
If you had a customer who was upset with the service they had received while in our store, how would you try to improve their experience? Would you handle this situation on your own or refer them to upper mgmt?	First trying to resolve the issue without the help of upper management by apologizing to the customer and asking if they could identify the problem employee. Let them know that you would report the problem so it would not happen again.	Refer them to upper management because there is nothing a cashier can do.
Depending on the time of day you are working, you might realize you have some idle time. How would you make use of this down time?	Making sure that store projects are complete. Ask manager if there is anything that needs to be done. Cleaning any areas that need attention.	Read a magazine or a book until it gets busy again
Tell me about a situation in the past when you did not know how to properly follow a procedure to complete a task. What did you do and what was the result?	Describe the task and mention who they went to for advice. If no one, why they did not ask someone and give a truthful answer to the implications of their decision.	Did something they thought would work and then blamed it on something else when it resulted in problems.
Referring to the previous question: Is there anything you would have done differently?	Show that they are able to learn from mistakes and that they would think the issue through more thoroughly in the future.	Do not show the ability to learn from past mistakes.
If you had been working with a close co-worker for the past year and you discovered that they had stolen \$5 from the register for bus fare, what would you do? How would this affect your relationship?	First confront the co-worker and tell them that they need to talk to their manager if they are having financial problems. If that does not resolve the situation they would have to go to the manager themselves.	Does not think that it is a big deal. Does not want to rat out their friend over such a small quantity of money.

Appendix 6- Interview Evaluation Form

Question	Response Ratings (check one per attribute)		
	Desirable	Acceptable	Unacceptable
How was your drive to the interview?			
Can you tell me about any prior experience you have had in the retail industry? If no prior experience can you tell me why you want to work in this industry?			
This job can be somewhat repetitive, how can you make this an enjoyable experience for you and the customers?			
If you had a customer who was upset with the service they had received while shopping in our store, how would you try to improve their experience? Would you handle this situation on your own or refer them to upper management?			
Depending on the time of day you are working, you might realize you have some idle time. How would you make good use of this down time?			
Tell me about a situation in the past when you did not know how to properly follow a procedure to complete a task. What did you do and what was the result?			
Referring to the previous question: Is there anything you think you should have done differently? If you had been working with a close co-worker for the past year and you discovered that they had stolen \$5 from the register for bus fare, what would you do? How would this affect your relationship?			

Appendix 7- Reference Checking Form

Applicant Name:
 Check Completed by:
 Company Name:
 Contact Name:
 Phone:
 Date:

Attributes	Response Ratings (check one per attribute)				Comments:
	Desirable	Acceptable	Not Acceptable	Wouldn't Answer	
<u>Problem Solving:</u> ability to field questions and concerns courteously, confidently and swiftly					
<u>Problem Behavior- Theft:</u> Professional demeanor while at work at all times. Any trouble, theft?					
<u>Number Facility:</u> Ability to do basic math in their head					
<u>Selective Attention:</u> willingness to do repetitious work and sustain interest and attention					

Dates of Employment Verified: Yes_____ No_____

Position Verified: Yes_____ No_____

Reason for Leaving Verified: Yes_____ No_____

Appendix 8- Data on the Wonderlic Productivity Index

Prices for the WPI test:

<u>Quantity</u>	<u>Price</u>
25 tests	\$212.50
50 tests	\$400
100 tests	\$750
500 tests	\$3,125
1000 tests	\$5,750

\$95/\$65 Annual Internet Platform Registration Fee

Reliability and Validity Data:

<u>Type of Test</u>	<u>Score</u>
Test-retest Reliability	.82 - .92
Interform Reliability	.73 - .95
Validity	.3 - .8

For more information on the Wonderlic Productivity Index you can reference Wonderlic at:

- www.wonderlic.com/products/product.asp?prod_id=39

Appendix 9- Applicant Evaluation Form

Applicant Name: _____

Attribute	Rating		
	Desirable	Acceptable	Unacceptable
Spoken English language			
Problem Solving			
Problem Behavior- Theft			
Number Facility			
Oral Expression			
Selective Attention			