

Tanglewood stores essay



**ASSIGN
BUSTER**

Tannerwood was originally founded in 1975 by best friends Tanner Emerson and Thurston Wood's; the original concept was to provide a combination of clothing and camping equipment that they personally designed. The introduction of their unique merchandise included Burford Kitchen which included wood accented rustic, sturdy kitchen utensils, and Wilderness Outfitter clothing and camping goods lines. It was readily accepted by their clients in Spokane Washington. One of the key factors that contributed to their successful expansion was their strategic planning of employee input and contributions.

The original name was derived from Tanner Emerson's first name and Thurston Wood's last name it was renamed in 1984, and now reflects their well known brand " Tanglewood". Tanglewood has expanded from their meager beginning of one store to 12 divisions' which are located geographically in Eastern Washington (25), Western Washington (25), Northern Oregon (18), Southern Oregon (16), Northern California (23), Idaho (17), Montana and Wyoming (18), Colorado (23), Utah (19), Nevada (19), New Mexico (198), and Arizona (22) a total of 243 stores. Because of Tanglewood's rapid growth they have found that their fundamentals that represented the mission and vision of small, personable shopping experience have become compromised.

In order to keep up with their competitors Target and Kohl's they need to take a closer look at their original strategy and develop a consolidated management strategy. The goal is to remain as close to the companies' original mission and centralize the organizational practice and make improvements on their HR policies and practices. By making these

improvements to the staffing strategy and corporate culture so that they can continue to attract a workforce that is committed, qualified and can carry out Tanglewood philosophy in the future.

Tanglewood is known for their employee input and contributions. Because of the success with promoting from within they should continue to develop talent for positions that has the KSAQs requirements of the job. When faced with critical position that needs to be filled it will be imperative to acquire talent because of urgency in filling key positions. When these situations arise there may be no time to train an employee, and an external employee will be needed that can hit the ground running.

For existing stores, Tanglewood should take on a development approach. Acquiring from within is always a good way to maintain a productive workforce. Tanglewood should offer open positions to their employees first that are qualified for the position and have the KSAOs (Knowledge, Skill, Ability and Other characteristics) to accomplish the job requirements. If a position cannot be filled from within it is my recommendation to outsource the hiring to an organization that specializes in hiring for retail stores. By doing so Tanglewood would have a broader employee pool and the agency would be able to screen out employees that are not qualified. Outsourcing would save Tanglewood time and money. Hiring a new employee can be very costly, staffing agencies and recruiting firms work on countless positions every day. They know what to look for and can spot “ red flags” in resumes or interviews. (1)

Tanglewood should use a combination of external and internal hiring. With Tanglewoods rapid organizational growth they may not be able to keep up with the demand of hiring. Because of the limitation of internal hiring the number of new jobs created outstrips internal supply. Tanglewood would be forced to use external hiring processes, some of the benefits of external hiring are:

- * provides new ideas / fresh perspectives,
- * initiate a turnaround,
- * reduce expensive training by hiring experienced employee,
- * may be less upsetting to present organizational hierarchy,
- * allows rapid growth,
- * increase diversity (3),

Tanglewood should continue to use a core work force as their major employee pool. To stay competitive, Tanglewood needs to keep pace with changing business dynamics and productivity demands. They also need to meet the call for higher quality. To do so successfully, it is essential that they focus on their core competencies and consider outsourcing some functions and using a flexible workforce. Wage management can drain a company's resources away from core competencies. Staffing services relieve clients of these responsibilities by managing time capture; issuing paychecks; paying statutory taxes, workers' compensation and insurance; and assuming pay charges.(2)

Tanglewoods heavy emphasis on employee suggestions is one of the main portals through which promotion and advancement are achieved. They should continue retain employees so they can preserve the company's unique culture and values over time. Although, hiring outside of the company is something that is inevitable, employee retention is less costly than hiring new employees. Tanglewood should conduct an analysis to determine these and then strive for an optimal mix of hiring (inflow) and retention (outflow).

NATIONAL OR GLOBAL

Tanglewood has 12 divisions which are located geographically nationally. Because of their rapid growth rate nationally they may consider the possibility of outsourcing some of their technical support, database management, customer service and manufacturing. The cost savings from outsourcing globally has emerged as one of the most obvious source of value for US companies in particular.

The right employees can promote the growth and stability in Tanglewood. The goal for our staffing strategy would be to create a strategy that can induce sufficient numbers of qualified people. Because Tanglewood is geographically located they have the opportunity of attracting the best fit for their open positions and to retain those employees. Employee turnover costs the business lost productivity, loss of corporate knowledge, increased benefits administration, and unemployment compensation. Because of these very reasons Tanglewood will offer relocation cost for qualified applicants this will allow them to develop their employee pool without limitations.

A goal for Tanglewood is to be reasonably fully staffed in order to meet these goals we will use flexible staffing during peak times. Although, Tanglewood would like to maintain a core workforce they feel that it is essential for the organizational values and culture. By using temporary staffing agency such as Manpower, Staffmark and Adecco we can have our staffing needs meet so that we obtain employees that the skills necessary to begin work with little or no training. Once our peak time has decreased we will be able to return to our core employees staffing. SHORT OR

From its inception Tanglewood has emphasized employee participation and teams; one of the most important cultural elements of the organization is to emphasis on straight talk in all areas of business. Because the corporate staffing function has not been strong a short term goal for the organization is to implement new policies and procedures that will centralize HR staffing strategy that will create staffing operations efficiencies. For Tanglewoods long term goal a talent management program will be developed so that the organization will be able to project their growth and staffing needs.

When acquiring and deploying people, Person-environment (PE) fit theories propose that positive responses occur when individuals fit or match the environment. The notion of PE fit is conceptualized as a general term, under which fall more specific notions of fit. In the recruitment and selection domain, two common forms of fit have been identified: person-job fit (PJ fit), or the match between an individual and the requirements of a specific job; and person-organization fit (PO fit), or the match between an individual and broader organizational attributes. Because of Tanglewoods unique culture and values the person organization match theory should be instituted.

The basic structure for human resources at Tanglewood involves both corporate and store-level components. For the upper management positions, such as Vice President of Human Resource, Staffing Services Director (4) subordinates, Compensation and Benefits Director (3) subordinates, Training and Development Director (4) subordinates and Employee Relations Director (4) subordinates. These positions should possess specific skills and include KSAOs. The store-level positions should process general KSAOs by having general KSAOs we will be able to interchange positions.

For upper Management we will implement a strategic staffing strategy for the organization that looks for exceptional workforce quality. Because, upper management will lead the organization we will need exceptional people to train their employees to learn the mission, vision and culture of the organization. Lower level position will have acceptable workforce qualities with the proper training they can be molded into exceptional employees.

In order to be pro-active Tanglewood will need to take an active approach to diversity. By having a labor force that is diverse in terms of demographics, values and language we will be able to connect on a more personal level with our clients.