

Tanglewood case 2: overview



Environmental Scan Based on the environmental scan, it has been concluded that Tanglewood may have a hard time filling their vacancies in the future. Even though the unemployment rate in the area is high, recent forecasts suggest that expansion in the professional and managerial sectors of the labor market may reduce the number of individuals available for these jobs. Since Tanglewood only promotes from within, the entry-level position of store associates does not appeal to many applicants. College graduates with management degrees are hesitant to start at a low position and work their way up. Many want the managerial position without putting in the work. Action Plan Based, that Tanglewood will need to hire over 4, 200 employees. Since Tanglewood has a policy of promoting internally, most of the positions that will be filled will be store associates.

It is believed that Tanglewood will need 3, 995 store associates, 90 shift leaders, 156 department managers, 21 assistant store managers, and 5 store managers. In order to meet Tanglewood's needs, here is the plan of action: -Tanglewood will hire 3, 995 employees to fill store associate positions. Even though this is an entry-level position, we will try to make it as appealing to applicants as we can. It is perceived that entry-level sales positions are long hours, low pay, and frequent conflict with lower-level employees. These perceptions are partially correct, but we can appeal to applicants by giving them information about the Tanglewood operational plan. Tanglewood believes that it is very important to have complete employee involvement. Employees are involved with formulating methods for running their departments, as well as having profit-share benefits, and weekly meetings allow all employees to voice their opinions. The

management positions will be filled by experienced associates and other lower management employees. Comparing Incumbency to Availability and Annual Placement Goals, in each section (store associates, shift leaders, and department managers) there is a goal for either minorities or females. No particular segment has a fulfillment of both females and minorities. This pattern suggests that possibly each department focuses on one or the other, but not both. Once they have reached their current goal, they should work hard to maintain that goal. Based on the analysis and affirmative action plan, I think that Tanglewood should adjust their recruiting and promotion practices. It has been well known that Tanglewood promotes from within.

What will they do if a majority of the minorities do not continue working for Tanglewood as a sales associate? Due to their policy, higher management positions will not be likely to be filled by minorities if there are a small number of minorities to choose from. Tanglewood needs to not only meet the minimum goal when hiring minorities and women but exceed that goal. Their policy of internal promotions can be a problem when dealing with minorities because of the reason recently discussed. There are many advantages of internal promotions, such as employee knowledge of Tanglewood.