

The Power of Automating Job  
Analyses for All Hourly Jobs in a  
Large, Decentralized Organization

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## ○ Background

- Sodexo – who are we?
- Job analyses for management positions

## ○ Job analysis for hourly positions

- Scope
- Challenges
- Methodology
- Results

## ○ Outcomes for the organization

## ○ Recommendations and future directions

# Sodexo – Who Are We?



- First of all, we have no “h”!
- Sodexo is the leading food and facilities management services company in North America
- **Revenues: \$7.2 billion USD**
  - Including approximately \$1 billion in facilities management
- **Locations:**
  - **Schools: 500**
  - **Universities & colleges: 1,000**
  - **Nursing and retirement homes: 500**
  - **Hospitals: 1,800**
  - **Business and Industry: 2,000**
  - **Government and Defense: 70**
  - **Remote sites: 50 (Alaska, Canada and Mexico)**
- **Employees: 125,000+; 20,000 management, 105,000 hourly**



# Job Analysis is the Foundation



# Sodexo Management Competency Model



# Where We've Been and Where We're Going



Phase I

**General Managers  
District Managers  
Sales Positions**

- Job Analysis
- Interview Development & Validation
- Performance Management Development & Validation
- Implementation

Phase II

**In-Unit Managerial  
& Professional  
Positions**

- Job Analysis
- Interview Development & Validation
- Performance Management Development & Validation
- Implementation

Phase III

**Operations  
Vice President  
Positions**

- Job Analysis
- Assessment Development & Validation
- Performance Management Development & Validation
- Implementation

Phase IV

**Staff Positions**

- Job Analysis
- Interview Development & Validation
- Performance Management Development & Validation
- Implementation

Phase V

**Hourly Positions**

- Job Analysis
- Interview Development & Validation
- Performance Management Development & Validation
- Implementation

# Hourly Job Analysis - Scope



- **Over 100,000 employees**
- **281 collapsed job titles**
- **Approximately 6,000 locations**
- **Four market segments plus HQ:**
  - **Healthcare**
  - **Education**
  - **Government**
  - **Corporate Services**
- **Sample job titles: test tube washer, salad worker, cold food prep helper, barista, baker I, II, III, and IV, reprographics operator, seamstress**



- **Size and variability of the incumbent population – identifying the population, the reporting structure, and the sample**
- **Accessibility of resources to complete job analysis surveys**
  - Limited computer access
- **Reading level and fluency of incumbent population**
- **Turnover in hourly positions**



- **Goal: Collect reliable, complete, and sufficient job analysis data to create position profiles, job families, selection tools, and performance management tools**
- **Method:**
  - **Participants = supervisors of hourly employees**
  - **Materials = electronic task and competency surveys**
  - **Procedure = e-mail invitation to individual supervisors**
- **Other components: survey development, sample identification, PR/communications campaign, survey support**

# Hourly Job Analysis - Results



- Hourly positions grouped into 18 job families for survey purposes (e.g., food, culinary, legal, IT, finance, maintenance, fitness, environmental services, etc.)
- Surveys sent to 5,800 supervisors of hourly positions
- No more than three surveys sent to any one supervisor
- Complete responses received from 2,273 participants (response rate 39%)
- Decent representation in all job families, though not necessarily in all jobs



## ○ Analyzing the Data:

- Demographic representation
- Scope and entry requirements (e.g., experience, education)
- Task frequency and importance for general and technical tasks
- Competency importance and required upon entry for general and technical competencies
- Overlap analysis within job families for tasks and competencies between and among jobs

# Outcomes for the Organization



- **Development of Position Profiles**
  - Existing profiles were locally developed and somewhat sporadic in coverage
  - New profiles follow consistent format and are based on job analysis data; all positions have profiles
- **Structured Interview Questions**
  - Developed by meta-job families (e.g., food, facilities, support)
  - Competency-based interviews (half dozen or so questions for each job family)
  - Interviewer training for supervisors of hourly employees
- **Performance Tools**
  - Competency-based performance standards for each job family
- **Competency Model for Hourly Positions**



# Benefits of Automating the Hourly Job Analysis



- **Speed of data collection**
- **Ease of communication to participants**
- **Involvement of supervisory/management employees in the process (PR)**
- **Emphasis on hourly positions mirrored prior emphasis on management population**
- **Prior job analyses paved the way for this large-scale effort**

## ○ Recommendations:

- Communication is key!
- Shorten surveys whenever possible
- Keep a top ten list – > lessons learned
- Get the right people involved throughout
- Infrastructure – support for the project

## ○ Future directions:

- Interviews, performance tools, competency models
- Hourly recruitment efforts
- Capitalize on technology – management intranet and hourly [www.iamsodexo.com](http://www.iamsodexo.com)

# Questions and Contact Information



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