

DEFINING ON THE PRACTICE OF STRATEGIC JOB MODELING FOR CHINA BASED OPERATIONS

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ABSTRACT

HRM is the effective management of people at work and playing a major role in clarifying HR problems and developing solutions for them. International HRM requires the management of a broader range of functional areas. Strategic Job Modeling (SJM) is one of the ways to dealing with HR issues in an emerging and rapidly developing country.

The challenges are getting the right candidates to be placed in the company, and also to identify and develop employees, with abilities and skills to function effectively in a global organization. SJM allows this to occur and makes for a better China based operation.

Key words: Strategic Job Modelling, China, Skills

1. Introduction

Human Resource Management is the effective management of people at work and examines what can be done or should be done to make working people more productive and satisfied.

The importance of HRM today is more concerned, with playing a major role in clarifying the HR problems and to developing solutions for them. HRM is more action-orientated and is directed towards the individual, worldwide interdependence and the future. People are the critical factor in an organization and HRM must clearly reflect on the organization and HR plans and strategies are closely linked.

HRM strategies must also be clear on the company's strategy regarding people, profit and overall effectiveness. The HR manager, like all other managers, is expected to play a

critical role in improving the skills of employees and the company's profitability.

The increased importance of HRM must show how: HRM contributes to the goals and mission of the company. It is seen that in today's business environment is changing in many ways. One of these ways can be seen in the international marketplace. The rationale is to capture enhanced market opportunities that foreign countries present.

In China it is imperative that a differentiation in international and domestic HRM methods be distinguished. International HRM requires the management of a broader range of functional areas, becoming more involved in employee's personal lives, dealing with more complex external constituencies and participating in external assignments that have heightened exposure to personal risk.

As managers for the Chinese operations, it is essential that they reflect thoroughly on the procedures and policies of their HRM strategy in China and have a thorough knowledge in dealing with HRM issues that arise within the Chinese operations. Operating within the Asia Pacific Region and in particular pertaining to China, it is imperative to focus on strategies that work for China and to realize the constraints that can be faced in an emerging and rapidly developing country.

It is of paramount importance to establish a strategy that is functional and flexible in our approach to dealing with Chinese employees. The challenges that arises are getting the right candidates to within the right place in the company, knowledge and innovation dissemination and transfer, where all the business units concurrently and receive and provide information and also to identify and develop employees, with abilities and skills to function effectively in a global organization.

The need for confidentiality is of essential importance and the work undertaken can be considered classified, this is why the selection of employees is a critical factor and also the establishment of a suitable and viable framework for HRM strategies in need to carefully planned and assessed.

2. Literature review

In understanding HRM, in particular regarding global operations and the handling of employees in China, it is essential to reflect on the future direction of

HRM. In the book *The Future of HRM*, 64 Thought Leaders explore the critical issues of today and tomorrow.

Losey et al (2005), it was found that when asked this pertinent question, it was reflected that HR managers must focus on the need to change what they are i.e. knowledge and competencies, what they do i.e. roles and how they think about HR, so that they could continue to be of value to employees, organizations and societies.

Section 1 covered the most typical of all HR books on understanding and managing people.

Section 2 emphasized on the HR professional requiring a new set of knowledge, skills and abilities and in particular the importance of emphasizing business acumen, change leadership and strategic decision making. It is interesting to see that Losey et al added curiosity, competency, courageous and caring. In her understanding, curiosity meant that HR professionals need to be continuous learners who are proactive, rather than reactive and who are continuously asking questions. But, not only competent in the traditional sense, but in turn to have the business knowledge, that allows them to make strategic decisions. In being courageous, this is doing the right thing while under pressure and caring constitutes a good characteristic for a HR professional.

Section 3; Learn to Master and Play New Roles, envisioning which would include been

a chief integrative officer, deliverer of business success, diversity manager, employee champion and chief effectiveness officer namely a person who is responsible for making the whole organization effective, not just within the company.

The essays in Section 4 covered on the HR professional's role in creating or transforming an organization's culture. Jeffrey Pfeffer, provide the key answer to this, by stating, "the ability to identify and help others discover their mindsets when necessary are possibly among the most critical capabilities a HR professionals can have or acquire".

In Section 5, focussed on the need think of organization's as a set of capabilities and not as structures. And the last four sections dealt, with HR as a decision science, the role of HR in enhancing collaboration and cooperation, the role of promoting organizational ethics and the implications of globalization for HR.

The different viewpoints in the book provided a variety of questions that were already answered and gave way to new ideas and the formulation of creating sustainable development in others and it also covered a broad range of topics written by the most prominent people in HR today.

The following article, *Managing Diversity: Towards a Globally Inclusive Workplace*, Barak (2005) states that the case for managing diversity has never been stronger than they are today, within the globalize

world. It is seen that more multinational companies are setting up operations in a variety of countries, with different cultural backgrounds.

The continued growth and importance of IT has brought the diversity issue to the forefront, as the worker is no longer just a worker, but also a global worker, consisting of a variety of terms i.e. gender, age, abilities, minority groups, sexual orientation etc and whether a person consider it a problem or not, it is here to stay. It is seen that the developing countries due to a negative growth rate, are forced to rely on an influx of workers from the developing and third world countries to sustain their economic growth.

In India and China where the female workforce is discriminated against or denied opportunities it is also a factor. Diversity is a fundamental issue that need to be addressed and not considered a passing fad, as it will always be considered as we move towards a more open and homogeneous society.

Burch & Julian (2005) provides the important issue that relates to focusing on a strategic HRM approach, the demands and culture of each organization means that in practice, implementation can be very different from theory. In order to be effective, practitioners need to draw out not only on a detailed and experiential based knowledge, but also on a wide range of commercial considerations.

It is understood that a well-structured approach to HRM will help to aggregate and allocate the company's resources into a unique entity on the basis of its internal strengths and weaknesses, changes in the environment and the anticipated actions of competitors. Strategic Human Resource Management is to be considered the macro-organizational approach to viewing the value and function of HRM in the larger organization and to define SHRM as the pattern of planned HR deployments and activities to enable an organization to achieve its goals.

It is more than likely, employees will leave for better positions or may become disillusioned, disgruntled or even dismayed of a company's culture, management etc, this is why workforce retention is a growing concern among senior management and companies alike. Meisinger (2006) writes of the US where employers may soon face major challenges pertaining to employer turnover and retention and will produce an excess demand for talent, driving up recruitment costs and force organizations to rethink how they maintain their workforces.

The studies analysed by Meisinger (2006) shows that by increasing compensation and benefits, providing opportunities for professional growth and development, fostering work life balance and improving employee communication is strategies that do work. The focus needs to be on retaining the valuable talent for as long as possible. It would be appropriate to create a value proposition and to connect the employees to

the mission of the company and to believe what the company does is the right thing. Working in another country, managers need to balance the global and local cultures and most importantly, the concept of people first need to be implemented.

When foreign firms first set up shop in China, many see identifying the right expatriate managers as a key concern. Now they are established, and with attitudes changing in the world's fastest-growing economy, localization is a top priority.

But localization is difficult without goal setting commitment, planning and implementing related human resource practices. Ahlstrom et al (2001) states as more foreign firms move into China and expand their operations they are learning that a number of challenges await them when it comes managing Chinese workers.

It is evident that companies will hire more local employees and localize management and this will bring about new challenges in HRM.

The biggest concern is the large number of State owned enterprise workers are being retrenched and the Chinese government encourages private enterprises both foreign and domestic to employ them. But, the problem is that they have little experience and poor working habits. Simultaneously, foreign companies require more skilled workers, but these workers change jobs frequently. As more locals are employed, it is found that they have little training and

questionable work habits. Thus recruitment, development and retention of a competent work force are essential.

The HRM challenge in China is based on moving away from the iron rice bowl concept/job for life and employment security. Chinese workers are not accustomed to taking on risks or to stand out and also an important factor is the importance of guanxi (connections), meaning it is not what you know, but whom you know. This concept is about personal relationships and influences, who will be hired and it can prove a problem for foreign entities that do not understand its implications.

HRM is a fairly new topic in China and time will have to spend to educate managerial and supervisory personnel about how to handle employees.

Bearing in mind that the Chinese education system varies a great deal, selection of candidates must be carefully screened. The article further states by using Hong Kong or focusing on the larger cities in China's personnel agents, will improve in finding suitable workers.

The ability for candidates to speak English is essential and at times it is difficult to determine their actual proficiency and the interview should be conducted in English.

To train the workforce, provide first some pre reading material in order to let them prepare and build their confidence and then to form groups, as in this society individual

thinking is discouraged. A systematic approach must be adopted and explaining things would be helpful and to include a co educator who can translate ideas accurately and help explain if questions arise.

In appraising Chinese direct feedback process between managers and subordinates try to minimize the loss of face and preserve harmony and careful not to reprove staff publicly.

It is seen that a number of multi nationals have introduced performance based pay systems, but local business and governments discourage the paying of higher salaries. A useful of rewarding workers is to send them abroad, although it can be expensive, but this improves commitment.

In retaining employees in addition to salaries, housing is also a factor and can be used as a leveraging tool and the hiring of family members of current employees and build a more loyal workforce and the promise of job security is also a major means of retention.

In improving relations with employees, the need to focus how to deal with a communist power that pervades all aspects of society, as well as extreme cultural differences and an economy undergoing major developments coming to terms with these issues companies need may find that basic principles are put to the test.

A Mckinsey Quarterly article that refers to the looming talent shortage in China, by

Farrel & Grant (2004) states that only a few of China's vast number of university graduates are capable of working successfully in the service sector and the fast growing domestic market takes most of them.

In raising the quality China will allow the economy to evolve from its present domination in manufacturing and lay the future in which services play a leading role.

The paradox is that in 2003, China has approximately 9.6 million young professional graduates with up to 7 years work experience and an additional 97 million people that qualify as support staff. Although, in interviewing with 83 HR professionals, it was found that only 10% would be suitable for work as engineers, finance workers, accountants, quantitative analysts, generalists, life science researcher, doctors, nurse and support staff.

The Mckinsey study further found that the problems pertained to a poor command of English, lack of communication style, cultural fit and effective managers were the barriers to overcome.

In order to making in talent, which in another Mckinsey article and refers to companies that need to understand the competitive value of talent people and spend time in identifying and recruiting high caliber individuals wherever they can be found. Companies must use talented people in a competitively advantageous way, by maximizing their visibility, mobility and

creating work experiences and develop employee's expertise.

In China currently there are no talent market places and a need to manage the market place created to bind the interests of individuals to interests of the company. To create talent markets, it must be defined what is traded, how is it priced and the operating protocols and tools. Key elements of a talent market place consist of opportunities, talent, supporting features and market rates. Of course, talent marketplaces also present challenges.

In companies with well-established organizational silos, the cultural changes will be enormous. Here, a talent marketplace may be only part of an effort to integrate more broadly. Some companies may need separate marketplaces for different skill sets (for instance, one for project managers and one for industrial engineers). Other companies, particularly those that already view talent as corporate rather than business unit property, will find the transition to talent marketplaces much more natural for all. Making sure that the right infrastructure of brokers, standardized performance reviews, and protocols exists is no small task. But for the right companies, the benefits can easily outweigh the costs. Given an opportunity to develop and hone skills, top talent will be more likely to stay in the company. Talented people who have a broad base of experience specific to it can grow into its future leaders.

The director of McKinsey Shanghai branch, Gordon Orr writes the prospect of doing business in China can be daunting. In fact, as a result of this reluctance, such companies seem increasingly vulnerable on several fronts: they are not only forfeiting opportunities to sell goods and services in China and to source low-cost products in its factories and workshops but also face new Chinese competition at home.

But rather than wait passively for the day when these competitors show up on their doorstep, they can pursue strategies that could help them overcome the barriers to entering China's domestic and export markets. To be sure, those barriers are considerable. Small size companies are hardly eager to deploy scarce management resources to identify qualified Chinese vendors or to research and understand the tastes of the country's consumers. Nor do they have the time and resources to recruit staff and manage operations there.

Where should small and midsize Western companies turn? Businesses seeking to break into the Chinese market sometimes consider partnerships with local enterprises. This approach may work for some, but even large multinationals find it extremely challenging. Identifying a trustworthy partner thousands of miles away can be an enormous drain on management time and company resources. And once partnerships or joint ventures get under way, small and midsize foreign companies often discover that their views on important issues (such as governance, equity participation, and

operational control) differ markedly from those of the Chinese.

Fortunately, small and midsize companies have more effective ways of expanding into China. Most such companies belong to powerful national trade bodies that could help them band together and share resources within or across sectors. A trade body might, for instance, create a shared sourcing center to screen hundreds of potential Chinese vendors and generate a short list of those qualified to meet the needs of member companies. This center might offer expertise in areas such as contract negotiations, monitoring suppliers, and quality assurance.

Trade bodies might also want to link up with the owners of industrial parks or development zones to establish shared facilities that small and midsize foreign companies could use as manufacturing bases. Partnering with a Chinese industrial park would, for example, give member companies access to shared infrastructure and management resources, which could help them get through the start-up phase. They could also benefit from economies of scale by sharing market research, sales agents, and access to distribution channels. Once a member company had built a sufficiently large business, it could move to its own facilities within the same industrial park. Joining forces under the umbrella of a trade body is only one of several options.

A company could also strengthen its ties with its most important multinational

customers, many of which are expanding operations in China and would prefer to source from the same network of suppliers they use at home. Multinationals might therefore be willing to help suppliers from their home markets share infrastructure, establish relationships with industrial parks, navigate China's investment approval processes, and recruit talent. Some might even be willing to lend management expertise to help supplier's speed up the launch of their Chinese operations.

Most small and midsize manufacturing companies must face up to the challenges posed by China or risk being squeezed out of their home markets in the years ahead. Cutting operational costs is essential. But companies can turn the China threat into an opportunity if they pool resources and share capabilities and experiences. This approach shouldn't require large amounts of capital. Instead, companies should try to renew—and tap into—the entrepreneurial energy that helped them in the first place. With a little help from their industry peers or multinational customers, they may find that they can achieve far more in the Chinese market than they ever would by going it alone.

Moving business to China although it is understood that there is potential opportunities, there is still the problem of intellectual property issues and the following McKinsey consultants Deitz, Shao Tin Ling & Yang writes that many multinational companies in China are losing the battle to protect their intellectual property, largely

because they rely too heavily on legal tactics and fail to factor IP properly into their strategic and operational decisions. The most successful companies, however, take strategic and operational action to protect their IP before that happens, thus lowering their litigation costs and improving the odds that their IP will remain safe. Developing software in a country with better IP protection and then transporting it to China adds time, costs, and complexity to the process. In the long term, however, the manufacturer estimates that the ability to protect its critical IP and to lower its litigation costs makes the trade-off worthwhile.

According to the McKinsey's experience, some executives are so caught up in the rush to reach the Chinese market that they share technological and business secrets too readily with partners, which subsequently use the information to become competitors.

Operational action is also critical. While most companies implement the necessary security measures, such as the use of surveillance equipment or firewalls, to prevent large file transfers, the best companies go further. Indeed, we found that these exceptional performers cultivate an awareness of IP and screen all job candidates for high ethical standards.

The law alone isn't enough to protect intellectual assets. A company should assign explicit responsibility for its IP to senior managers who are familiar with all aspects of the business and able to focus their

energies on those elements of IP protection it can control. Achieving the right mix of legal, operational, and strategic considerations is difficult, and companies certainly can't protect all of their IP all of the time. Yet those that get it right are more likely to build successful businesses in China.

In understanding the factors that relate to HRM in China, it is essential to focus on the strategic job modelling issue, and Schippmann (1999) book, with the same title provides the basis and knowledge for this.

This book is primarily for academics and consultants. Anyone working with job analyses, competencies, or related terms should examine it. The book is also useful for managers, both line and HR, who is seeking to build links among HR components, which Schippmann (1999) calls vertical and horizontal fit. Thus, it can also be a tool for those who seek to move HR into more strategic, value-added directions.

The text is divided into three major sections. The first section contains two chapters of overview material. The second section contains basic elements of his strategic modeling process along with useful project management tips at the end of each chapter. The final section is a brief conclusion with discussion of the prospects for job modeling in the future along with several detailed appendices.

In conclusion, this book should not be viewed narrowly as an updated approach to job analysis. Although building upon this foundation, it is a researched-based

approach to strategic human resource management using sound research methods. The detailed tables are generally helpful in providing implementation guides. For managers and consultants, it offers helpful hints and procedures for systematically reviewing and integrating HR activities to add value to their businesses.

3. Research methodology

In defining on the practice of Strategic Job Modelling and Positions for China based operations the research methodology to be used will be of a qualitative nature. As this is the best approach in terms of providing a clear idea of the problems that will be met during the study. This will be to develop the concepts that would be more clearly defined and establishing the priorities that is required to start the process and to develop the operational definitions that is required to make the project work.

The use of the exploratory studies will be heavily relied on the qualitative technique, as this is new project and there will be a need to fully learn something about the dilemma facing companies in China. Currently, the important variables is not thoroughly defined, but also this type of research methodology will permit to develop the concepts required to be more clear, establish priorities and to develop operational definitions for improving the strategic job modelling process of a company.

In support of using questionnaires, there is an available checklist that can be quickly and easily distributed to the various people

concerned and also a lot of information can be gathered in an efficient and effective way in a short span of time. Due to the cost involved this is minimal and inexpensive to administer. When the data is collected it is easier to compare and analyze the information.

The development of the questionnaire for the strategic job model design will be based on the relevance to the business strategies and goals, the available resources to what is necessary to function in an operational sense this is referred to as the organizational readiness to operate in China, which would include: level of training, values, commitment, technology and systems supporting the envisioned job function and to what synergy is related with the current work progress to make possible or improve on the work environment.

The techniques used for proactively establishing priorities is by developing an Application Relevance Matrix which will display a short list of potentially important applications along the vertical axis of the matrix and the organizations identified strategic initiatives is listed along the horizontal axis.

A further technique that is to be used in conjunction with the questionnaire is interviewing, as this will serve the overall purpose to fully understand someone's impressions or experiences, and to learn more about their answers to the questionnaire and also to get the full range and depth of information.

3.1. Sampling Design

The target population is an internal group of persons, namely the Human Resources division of China based companies. The sampling design that was used is the Purposive sampling that the type – judgement sampling. The sample issues in used will be from the following criterion as specific in Table 1. As this is the early stage in the exploratory study, the judgement sample is appropriate and also a biased group for screening purposes is used, by the term bias I mean that I will predetermine it and what I considered initially important.

3.2. Research Design

The research design will be to getting the story behind the participant's experiences. As the interviewer this will allow in-depth information around a topic. The interviews will be useful as follow-up to certain respondents to questionnaires, e.g., to further investigate their responses and the use of open-ended questions are asked during interviews. Before starting to design the interview questions and process, a thorough understanding of what the problem is addressed and this helps to keep a clear focus on the intent of each question asked.

The type of questions to be asked is standardized open-ended interview questions and will be asked to all the interviewees and this will provide the respondents the freedom to choose on how to answer to answer the question and will approach a faster way to facilitate, analyze and compare the answers.

3.3. Data Collection

The data collection process was initially conducted via email process for the questionnaires and the interviews were conducted via the voice messaging service, MSN Messenger, this was proven to be cost effective in the past and also confidentiality was maintained.

3.4. Data Analysis

The data analysis conducted was to evaluate the results from the answers by what the respondents said. And to seek any additional information that could be gleaned that would enhance the question posed by the study conducted. As the questions were posed a report on the implementation targets based on the study findings. The job target questions were designed to be straightforward and no numerical indicator was used as this was not required and only the skills and competences required to perform in the job functions were looked at.

3.4. Pilot Study

There was no pilot study undertaken due to the time constraints associated with it.

3.6. Limitations

The limitations that were associated is to the challenge that there is a degree of biases from the respondents as to what how they see the strategic job modelling techniques will be conducted and to what or how the job should be done, because of previous experiences within the same job. And also the challenges in conducting questionnaires that it might not consider as careful feedback, the wording can be bias to what is

actually required and for interviews although this did not take a long time there was still concerns in regard to analysing the respondent's different answers.

To improve on the acceptance of the idea an introduction of the book, Strategic Job Modelling by Jeffery Schippman and also the literature review in support of the project was shown to the respondents and the need to find efficient and effective candidates for the new operations to be opened soon.

4. Data Analysis

The feedback on the research plan was positive and all the adequate data was collected using communicative approach, which involved surveying and recording their responses for analysis. The questionnaire and interview process was of a versatile nature. The personal interview intention was to obtain information in order to make the appropriate solution to the problem at hand. The advantages of the telephone interview (MSN Messenger) resulted in the following advantages: lower costs than using conventional landline, an expansion in distance and the relevant persons were reached within the appropriate timeframe, faster completion time. As for the questionnaire this was issued via email and response was fast. The advantages associated with email: direct mail to the interviewee's known email, low cost option, allowed the respondents to think about the question, faster access to persons who were computer literate and rapid data collection.

The specific content in relation to the work activity or competency required a number of questions were asked to management and questions and rating scales were devised that looked at the current importance, future importance, frequency, level of mastery, where acquired and the difficulty to acquire.

Explanation of the rating scale heading:

Current Importance: The rating data for the prospective job modelling were collected using this scale to determine which activities and competencies were most important and directly related to effective performance and this was accomplished by creating job information that rank ordered the important work activity and competency items. And the decisions concerning the most appropriate types of work detail that would allow candidates to demonstrate their degree of possession of the required competencies. For example 20 work activities were used to guide construction of the job requirements.

Future Importance: This was an expansion on the current importance scale, as to indicate and identify the future work requirements as the job changes over time.

Frequency: This was based on the older Time Spent measure used in early job analysis work and was to indicate how often the candidate will undertake the respective job specifications.

Level of Mastery: This was in response to the level of expertise the competency required to perform the job to a full competency level.

Where Acquired: The usefulness of this scale was to distinguish between competencies that should be used for selection and those used for training specifications.

Difficulty to Acquire: This was to gather the relevant difficulty of a particular and important skill to acquire and the timeframe associated with acquiring the respective skill.

The questionnaire provided a brief overview of the purpose of the questionnaire, how the data was to be managed and used, a statement on how the to complete the questionnaire and by when it should be handed in for assessment and the focus of this data-gathering device was to concentrate on the job's requirements.

Section 1: Overview

The purpose of the Job Modelling Questionnaire is to learn more about:

The competencies or individual skills and knowledge required performing the work activities comprising the job. The FOCUS is on what the job should be about and the work characteristics that define the environment that will be operated in.

Responses will be combined with those of other HRM Managers in order to help define the role requirements and related competencies that is need to function in the new role in China and what is needed to successfully perform the job within a broad

range of credit rating consultancy specifications.

The first consideration in establishing the quality of the data obtained was to evaluate the data contained from the questionnaire and interview process in order to determine if the data were clean and reliable. As this was a form of quality control check and before the decisions on what to include in the job description, identification of critical competencies to target in selection specifications and so forth. As this was a straightforward operation and all the interviews and questionnaires was only to HRM respondents this was easier to correlate and administer based on the fact that if discrepancies did arise then one could always go back to the respondents for clarification.

Data collected was consolidated and from their reflections made that were already made available by the managers and only clarification on a list of characteristics and features that were required to perform the job competently was requested. A competency dictionary was drawn up to provide a comprehensive list of competency dimensions and segmented into the following classes of competencies that are: Core or organizational wide and that cut across all business units, job levels and job functions. Business unit specific and support the strategies of particular business groups. Linked to job level and define the expectations of vertically arranged job groups and

Functionally specific and define the technical knowledge and skills required to perform successfully in different functional areas of the business.

This conceptualisation help provide a basis for identifying what was common to provide a basis for what was common across the requirements of the job and the job groups individually. In addition this competency dictionary provided a display structure that permitted the examination of the broader sets of work attributes that may be important for organizational match above and beyond the job fit.

In Section 2 of the nineteen competencies required to function in the job, the first three questions looked at what problem(s) solving issues need to be resolved in operating in China. As this was referred in the literature review under Strategic Human Resource Management and the need to work within a different culture and following the Asian way of doing business and also based on the fact that completed way at looking at the strategy that is related to operating to within a Chinese context.

Question 4, 5 and 6 related to the four basic functions that is associated with management and is common on all three levels of the management structure, namely Planning, Organizing, Leading and Co-ordination. It was reported by Ahlstrom et al (2001) that there would be challenges that would be associated with working with foreigners and Chinese employees, Mckinsey consultants have also found that there was a

need to reflect on this and in the literature review it was stated directly based on the articles as from the Mckinsey Quarterly. A thorough understanding on the basic principles needed to be understood and be implemented that would further enhance the operation and the need to reflect on a process of people management was to be implemented that would reflect according on how to manage them needed.

This would reflect and to further elaborate that the People Management factor could be divided into 6 subdivisions that would be: staffing, supervising people, people development, labor relations and external relations.

In the article "A looming talent shortage" the above factor would provide under the auspices for a prospective new manager to look at how to reflect on the strategic business objectives to identifying staffing issues to reflect on how to achieving these objectives and to review the training requirements for new hires so that they can be provided with the right training and have a good overview of the work rules and job responsibilities they will be undertaken.

It is not only this factor to be looked at but also the supervision of persons of Chinese origin is different and Losey et al (2005) in their first section of the book looked at this critical factor on how to manage workers. Throughout the literature review, the popular term globalisation is used and diversity a key issue that was reflected upon as the business that is operating in is not on

home turf the need to be able to looked at another key function is the general operations management of the work concerned, a further breakdown on this factor would be break it into sub sections that would build on the key competencies to working efficiently and effectively:

- Managing Work Operations
- Information Management
- International Business Management

In order to making the operation working successfully and to coordinate the work properly in order to smooth the operations and to integrate the effort, the development of relationships to connect the process of the work and to guide the creation of new works systems or procedures.

It is a problematic issue that there is a need to identify inefficiencies that will hinder work procedures and to guide the work flow and to measure the quality of work undertaken. Under the iron rice bowl which is still operational and very much alive in China. This would also include in how to retain workers as there are more and more job hopping in the new and modern China especially within the age group 27-35, the few university students that is capable to working within an international company context, as reflected by the Mckinsey report.

A third function that is equally important and this was answered in the last few questions and the questionnaire was to look at the functional aspects that would be undertaken on a daily basis. As a research unit to identify new opportunities and to provide guidance to the allocation of human,

financial and technological resources, it is required to evaluate the strategic fit that is associated with the three resources that is important for new and small businesses operating in China. Not only this important, but also the need to retain confidentiality and protect intellectual property an important factor. This is a much debated fact in China and the problem will always persist and the current legislation is weak and this country is big. But, the issue has to be addressed as confidentiality is the key to the success of a business and also the clients we presently have and also in the future will assist on this key aspect.

The key of every business is to know what the competitors are doing and to price accordingly and develop the correct advertising and marketing strategy to attract the right blend of customers, promote the business and build employee morale is also an important facet.

In order to constantly be on the forefront of the market, strategy development of a review of the statistical data available other economic, market and political information to identify opportunities and risks associated with potential business decisions is the prerequisite skill to stay competitive. Other issues that make the strategy of the company is to constantly evaluate the growth of the business enterprise and look at the market size and scope, market maturity, competitor rivalry, changes in product demand. There are many challenges that are posed by operating in China and to

respond to these opportunities and threats that are there will need to be addressed.

China is a country with vast manpower resources and even more laws that is not fully understand by companies that operate within the middle kingdom, there is always the need to maintain abreast of the new developments not only in own area of expertise, but also to research the relevant literature in manuals, books, journals, research publications and to be able to find information that would support a specific action or decision that would affect the company. As the business is to provide support and advice to other foreign entities operating in China and also the one's that is looking at investing here there is a need to internally consult ourselves too and to be able to answer employees with questions in one's area of expertise. To constant monitor the company's operations with reference to the Chinese laws, regulations, guidelines, industry practices and to assess compliance, risk and exposure. The research question was to define on Defining on the Practice of Strategic Job Modelling and Positions for China based operations and this was conducted via the interview process and questionnaire in order to answer what actually needs to be done as this is currently an individual operation and the need not go blindly into a vast and new market.

5. Conclusions, Recommendations and Options

Reflecting on Chapter 4 and looking at the three main divisions that a new manager

will undertake in the operational process of managing in China:

People Management:

Staffing

Supervise People

People Development

Personnel Administration

Labour Relations

External Relations

General Management:

Supervise Work Operations

Information Management

International Business Management

Functional Management:

Research and Development Management

Accounting and Financial Management

Marketing and Sales Management

Strategy Development

Internal Consulting

The three main work divisions is important to function properly and to having an effective and efficient operations. Although a broad description of the management work activity and competency domains are presented there was an important step in finalizing the operational duties of the new position to be put into place.

Possible actions to be taken

The action to be taken and in actual fact the main decision is with the top management of the company, although it was decided that a training period of 18 months for the new incumbent was to be undertaken before operations is launched, this has speeded up as to seeing the new opportunities that has arose and the new legislation that is allowing foreign banks to buy up to 20% of a Chinese bank and in 2007 legislation will

allow takeovers and mergers to be done in China, amongst also this country's move to comply fully with the World Trade Centre commitments.

Option 1

From an application point of view the goal is to develop a selection system that will allow to bring high-calibre performers into the organization, an assessment tool for identifying training and development needs, performance system that will focus on the relevant strategic analysis and the first step is to have clear definition of effective performance and an understanding of the human capabilities needed to achieve this for the present day operations and future requirements.

Option 2

It is clear that a good defining of the strategic job modelling that is required is that it is:

There should be clear and thorough job descriptions.

The frequency and importance of task behaviours should be assessed.

It must allow for an accurate assessment of the knowledge, skills, abilities and the key result areas that make the incumbent to be effective and efficient contributor to the organization.

There must be a distinctive relationship between job duties and the key result areas.

The use of outsiders to conduct the analysis is not an option that is to be considered as this will increase the cost of the project and

being currently based in China and having ongoing knowledge of the environment that is operated in and building competencies and knowledge to function in China.

The advantage is that as the work is currently undertaken is a good source of information about what is actually being done, rather than what work is supposing to be done.

Additionally, involving incumbents in the process might increase their acceptance of work changes stemming from the results of the analysis. On the other hand, the job modelling process should describe the work activities of a job independent of any personal attributes, as incumbents will have a tendency to over complicate the job function, this objectivity would be difficult to maintain if done by the incumbent. Thus, the choice of the definition would be best left to how well the person understands the environment and this would include micro and macro factors that constitute the job at hand.

Regardless of who collects the information, the individual involved should thoroughly understand people, jobs, and the organizational structure and also have considerable knowledge about how the work is expected to flow within the organization.

In conducting the strategic job modelling for managerial jobs is of a significant challenge because of the disparity across positions, level in the hierarchy and the type of

industry that is operated in, although there is only one reporting line in the organization.

As the post is currently only for one person and operations is still in its infancy and also operations are conducted through telecommuting. It is recommended that the job involves a sought of job enrichment and look at ways to satisfy growth, recognition and responsibility.

It is understand that there are many approaches to job enrichment and what is proposed that, in conjunction with the strategic job modelling process and the information gathered that a system is involved that builds on:

- Skill Variety: on the different activities in carrying out the work, which involves the use of a number of individual skills and talents.
- Task Identity: what needs to be done to complete the job.
- Task Significance: what impact has the job on the company.
- Autonomy: telecommuting and schedule, procedure for the tasks to be completed.
- Feedback: obtaining direct and clear information about the effectiveness of performance.

This would contribute all to the effectiveness of the job and in having a strategic job modelling in effect would be the link to further look at the options that are available for evaluating and recommending options that are open now and for the future. One of the challenges facing those charged with designing or redesigning work concerns the variety of changes that can be made to a job

and exactly what to change in order to achieve different redesign goals. The Implications for Job Design Theory is it helps to make and further specify what is needed to improve on the job and it suggested that when work is designed that in order to complete a task, there will be a tendency for the work to become routine, isolated and simple in its view and that motivation is a factor that have to be considered or even that it will only play a small role in the overall process. It has also to be understood that there are strong corresponding relationships in job design and there might or will be an overlap of the competencies required to function efficiently and effectively.

There is also further suggestions that the ability to assess job candidates and to determining their competencies beforehand and whether they are suitable for the positions as specified. To bring competency oriented perspective to job design may prove more fruitful than previous need-based investigations (e.g., growth need strength explanations) and may add to our understanding of person-job fit. This suggests that in jobs where incumbents are able to develop and utilize a depth of knowledge and where there are opportunities for social support the work becomes more interesting to perform as well as more efficient. The identification of these work characteristics and their outcomes can inform the development of new job design theory. One of the challenges facing those charged with designing or redesigning work concerns the variety of changes that can be

made to a job and exactly what to change in order to achieve different redesign goals. Because of the skills and competencies in the questionnaires it was decided to formulate 3 divisions of management work activities and under these 3 divisions, subdivisions for each that would entail all the competencies and skills under discussion.

Firstly, as the staff is the driving mechanism so that operations can run smoothly, the first division is to be People Management and would consist of the following subdivisions: Staffing, Supervision, People Development, Personnel Administration and External Relations. Currently operations fall under the ambit of Germany and only for now the current post is of a telecommuting nature, the new management subdivision would form part of the four general skills of management and would include: Supervision of Operations, Information management and International Business management.

Finally, the third management subdivision would entail, the functional aspects of management and would include; Research and Development Management, Marketing and Strategy Formulation and Consulting. A broad definition and description of management activities and competency levels were described and analyzed. A thorough review of the literature pertaining to job design was evaluated and the structures and processes were detailed. The reasons for going this route, was in the first instance to provide a detailed framework and provide a number of ideas that were presented by the literature review to be used

and what was found to be useful and to show the factors that that serve to be useful for the dimensions of organizing the key competencies that are required for the job.

It was also hoped that a meaningful starting point for job design procedures in the company could be detailed and formulated. Although the information regarding the competencies could be described as too general and not specific enough, it did provide the beginning analysis for the job design procedure.

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Table 1. Application Relevance Matrix
Strategic Initiatives

Short list of Potential Applications	20% Increase in New Money Generation	25% Increase in Customer Service Ratings	100% Increase in Revenue From Self- Service Offerings	Bring Front-Line Team Member 6- Month Turnover to Below 15%	Overall Relevance
1. 360° instrument for development					
2. Career ladders/succession planning					
3. Job evaluation/compensation					
4. Interview system for selection					
5. Individual assessment for selection					
6. Training program design					

Source: Schippmann: 1999:79.

Table 2 Job Modelling Questions

Use the importance scale to indicate the importance of each work activity for full performance in the job in question.

Current Importance (Part A) Use the importance scale to indicate the importance of each work activity for full performance in the job in question.
0 - The work activity is never done and is unimportant to the job.
1 - The work activity is of a very little importance to the whole job, but is useful for some minor part of the job.
3 - The work activity is somewhat important for successful performance in either the whole job or some part of the job.
4 - The work activity is very important for successful performance in the whole job or a significant part of the job.
5 - The work activity is critically important for successful job performance in the whole job.
Future Importance (Part B) Use the future importance scale to indicate the anticipated importance of each competency for full importance of each competency.
0 - The competency will not be required.
1 - The competency will be of very little importance.
2 - The competency will be somewhat important for successful performance.
3 - The competency will be important for performing part of the job.
4 - The competency will be very important for performing a significant part of the job.
5 - The competency will be critically important for performing nearly all aspects of the job.
Frequency (Part C) Use the frequency scale to indicate the frequency with which specific work activities are performed as part of the job.
0 - The work activity is never done.
1 - The work activity is performed infrequently.
2 - The work activity is performed occasionally.
3 - The work activity is performed fairly often.
4 - The work activity is performed very frequently.
5 - The work activity is performed constantly.
Level of Mastery (Part D) Use the level of mastery scale to indicate the degree of expertise required to perform specific competencies.
1 - The competency is not required.
2 - Minimal competence is required. Job incumbents can be expected to handle only the simplest or least complex situations calling for the competency, and they will need significant support or assistance to handle anything but the easiest situations.
3 - Intermediate competence required. Job incumbents should be capable of handling many day-to-day situations calling for this competency, but they will need to seek assistance in difficult situations.

4 – Advance competence required. Job incumbents should be capable of handling most day-to-day situations calling for this competency, though they might need to seek expert assistance in dealing with particularly difficult situations.
5 – Expert competence required. Job incumbents should be capable of handling all situations calling for this competency and they could be expected to serve as role models and coach others on this competency.
Where Acquired (Part E) Use the where scale acquired to indicate where the incumbents in the job would acquire each competency.
0 – Does not apply.
1 – Proficiency in this competency must be acquired on the job. A new person is not to be expected to perform this competency.
2 – For the most part, proficiency in this competency must be acquired on the job.
3 – Proficiency in this competency can be acquired while on the job or before entering the job.
4 – For the most part, proficiency in this competency must be acquired before entering the job.
5 – Competency cannot be gained on the job; proficiency in this competency must be acquired before entering the job.
Difficulty to Acquire (Part F) Use this scale to consider the difficulty an incumbent would have in learning to perform a particular competency.
0 – Does not apply
1 – This competency is very easy to learn. Proficiency can be acquired in a very short time.
2 – This competency is easier than most others to learn. Proficiency can be acquired in a relatively short span of time without any great degree of difficulty.
3 – This competency is about average in terms of difficulty to learn compared with other competencies.
4 – This competency is harder to learn than most others. It can take a fairly long time to develop proficiency in this competency.
5 – This is one of the most difficult of all competencies to learn. It requires a great deal of time and practice to develop proficiency.

Source: Schippmann: 1999:155-157.

Table 3: Rating Page: Two rating scales applied to competencies

Current Importance	Where Acquired Proficiency
5 – Critically Important	5 – Must be acquired before entering the job
4 – Very Important	4 – Primarily Acquired before entering the job
3 – Important	3 – Acquired before or after entering the job
2 – Somewhat Important	2 – Primarily acquired on the job
1 – Minor Important	1 – Must be acquired on the job
0 – Not Important	

Current Importance	Where Acquired Proficiency	
_____	_____	1. Skills in breaking down issues or problems into components to identify underlying issues.
_____	_____	2. Willingness to face challenges or problems with an open mind and sense of curiosity.
_____	_____	3. Skill in analysing the flow to ensure existing processes facilitates, rather than hinder, the accomplishment of work.
_____	_____	4. Skill in identifying the most probable long-term consequences of an action or decision given a large number of possible future outcomes.
_____	_____	5. Knowledge of competitor's products, strategies and business philosophies.
_____	_____	6. Skill in organizing thoughts on facts in verbal communication in such a way to facilitate understanding.
_____	_____	7. Skill in preparing written communications that express communication clearly and concisely.
_____	_____	8. Skill in interpreting the non-verbal messages in a speaker's verbal communication.
_____	_____	9. Skill in anticipating the interests and expectations of an audience when presenting a presentation.
_____	_____	10. Willingness to be proactive and work connecting with and building cooperative relationships with others.
_____	_____	11. Skill in assertively presenting one's own point of view without offending or alienating others.
_____	_____	12. Skill in adjusting one's work pace to keep up with rapidly changing events.
_____	_____	13. Willingness to follow through on commitments and promises.
_____	_____	14. Skill in conveying a sense of urgency to others to help team members to focus on a limited set of priorities.

- _____ 15. Knowledge of basic principles of motivation and theories of work behaviour.
- _____ 16. Willingness to take a stand on important matters when faced with difficult dilemmas or decisions.
- _____ 17. Willingness to persist in the face of difficulties (e.g. when work becomes complex, intellectually complex, politically complicated, culturally different).
- _____ 18. A thorough understanding of credit ratings and how they work.
- _____ 19. Knowledge and understanding of the complexities of working with different cultures, other than your own.

Source: Schippman: 1999: 174.