**ABC Baseline HR Study – Data Definitions**

ABC Auctions was established more than 50 years ago as a wholesale vehicle auction. Today it has grown to 20,000 employees operating in 100 locations worldwide. They operate 75 auctions in North America handling half a million cars with 11,000 full time employees. They generate a billion dollars in revenue annually and are visited by more than 75,000 auto dealers every month.

ABC’s original auction in Cherry Hill New Jersey began in 1952 and grew to be the largest wholesale auto auction in the U.S. In the 1980’s ABC began to expand rapidly primarily by purchasing existing auto actions. Independent wholesale auto auctions existed in most major cities and ABC had a strategy to expand by buying out original owners.

When taking over an auction ABC often retained key managers and maintained the old business practices. Corporate headquarters in New Jersey tended to permit the individual auctions a great deal of freedom as long as they were profitable. The auctions are run all run as individual businesses and the general managers had significant performance incentives. As a result there was a great deal of variation in HR practices and approaches to management.

The corporate HR manager began a major initiative to drive some consistency in practices across the auctions and share best practices. The effort began with research into the current HR practices and auction performance. The corporate HR manager collected data from 75 North American auction locations including auction performance, turnover, and safety. Data were also collected on the HR practices currently in place in each of the auctions. You have been asked to analyze the data to see whether HR practices are related to auction performance.

Data (SPSS) can be found here: ABC auctions\_operations data.sav

ABC auctions\_survey data.sav

Data (Excel) can be found here: ABC auctions\_operations data.xlsx

ABC auctions\_survey data.xlsx

Variable definitions can be found here: ABC auctions\_codebook.doc

**Data Identifiers**

**Archival Performance Data from Each Auction**

|  |  |  |
| --- | --- | --- |
|  | **DATA** | **DEFINITION** |
| 1. | idno | Numerical identifier for cases |
| 2. | Auction | Name of auction unit |
| 3. | consign | Total number of cars consigned (number of cars to auction) |
| 4. | sold | Total number of cars sold |
| 5. | lotdamag | Total lot damage per year |
| 6. | grossrev | Gross revenue per year |
| 7. | ebitda | Earnings (revenue + services, etc minus costs) |
| 8. | ftterm | Full time terminations per year |
| 9. | fthead | Full time headcount end of year |
| 10. | ptterm | Part time terminations per year |
| 11. | pthead | Part time headcount end of year |
| 12. | wcclaims | Workman’s comp claims per year |
| 13. | osha | OSHA reportable incidents per year |

**Additional Auction Information**

|  |  |  |
| --- | --- | --- |
| 14. | type | Auction type: 1=public, 2=dealer, 3=both |
| 15. | Legacy | Auction origin: 1= ABC original auction,2= Acquired independent auction |
|  |

1. <TRAINING> Does your auction provide formal training to employees? Y/N

17-19. Does your auction pay for or provide any of the following types of training?

Y / N 17. <T1> New hire orientation training?

Y / N 18. <T2> Managerial / supervisory training?

Y / N 19. <T3> Vehicle inspection?

20. <TRHRS>What was the average number of hours of formal training received by a typical employee last year? If training is not tracked, please give your best estimate.   
\_\_\_\_\_\_\_\_\_\_ hours per employee per year (full-time employees)

[NOTE: Hours/employee/year = total man-hours spent in training / number of employees]

21. <PROF> What % of workers would you regard as being fully proficient in their current job?

1 = Less than 70%

2 = 70-79%

3 = 80-89%

4 = 90-99%

5 = 100%

22. <PFEVALE> What % of full-time employees were given a formal performance evaluation last year?

1 = Almost none (1-20%)

2 = Less than half (21-40%)

3 = About half (41-60%)

4 = Most (60-80%)

5 = Nearly All (81-100%)

23. <JOBDESC>What percentage of full-time employees has a formal job description?

1 = Almost none (1-20%)

2 = Less than half (21-40%)

3 = About half (41-60%)

4 = Most (60-80%)

5 = Nearly All (81-100%)

24. <SELECTION> Does your auction use any selection tests for new employees? Y/N

25. <GRIEV> Does your auction have a formal grievance or complaint resolution procedure for employees? Y/N

26. <FININF> Does the auction have a process to share *auction* financial performance information with employees? Y/N

27. <PLNINF> Does the auction have a process to share information on business plans and unit goals with employees? Y/N

28. <ROTAT> Does your auction regularly rotate employees through different jobs? Y/N

29. <CROSS> Does your auction cross-train employees to perform different jobs? Y/N

30. <BONUS> Does your auction have a bonus or profit-sharing plan for any employees other than senior managers (GM, AGM, Controller and F/L Mgr)? Y/N

31. <MERIT> Does your auction give annual merit raises to any employees other than senior managers (GM, AGM, Controller and F/L Mgr)? Y/N

32. <SENPAY> Does your auction base raises on seniority? Y/N

33. <INTPROM> What percentage of non-entry-level jobs were filled with ABC employees last year?

1 = Almost none (1-20%)

2 = Less than half (21-40%)

3 = About half (41-60%)

4 = Most (60-80%)

5 = Nearly All (81-100%)

34. <INTPOST> Do existing auction employees have the opportunity to apply for openings before recruiting outside applicants? Y/N

35. <APPLIC> For the three positions that your auction hires the most frequently, how many qualified applicants do you have per position (on average)? \_\_\_\_\_\_\_\_\_\_ # of applicants on average

36. <GMTEN> How long has the GM been with the auction? \_\_\_\_\_\_\_\_\_\_ years (or fractions)

37. <EI> Mean of employee survey scores for “Employee Involvement”

38. <OC> Mean of employee survey scores for “Organizational Commitment”