

[Student's Name]

[Instructor's Name]

[Class Name]

Recruitment

1. Job Analysis

For a cinema manager, there can be several methods used for conducting a job analysis. Nearly every tool from a technical standpoint can be comfortably applied to the job analysis but some of the tools are more valuable than the others. While questionnaires such as the Common Metric Questionnaire and the Position Analysis Questionnaire can both be used for analyzing the requirements of the position, a person can also sit down with a cinema manager to talk about the requirements of their job or even observe them over a period of time to understand what skills are needed to be a cinema manager in a similar position.

The first few methods of analyzing a job come from the category of questionnaires of which the CMQ (Common Metric Questionnaire) is one of the newer models for job analysis. This questionnaire is made up of five different sections which include questions on the job's background, interaction with other individuals, decision making requirements, physical requirements and the work environment. The questions are designed to get complete information about the job since sections like background cover requirements such as travel, licensing needs and seasonal changes. The contacts section covers 62 questions on the level of supervision and the level of contacts with employees/clients. Similarly,

the physical requirements section cover things like tools which are to be used on the job and other physical activities demanded by the position. Once the questionnaire has been filled, it can be used with reasonable accuracy to judge the type of position and the requirements for the position (HR Guide, 2001).

Functional Job Analysis Scales have been used in America since the 1940s to deduce what exactly the requirements are for a particular job. Essentially, this is seen as a representative of what workers do in a job by analyzing the equipment used, the data needed, the people interaction, the instructions given and by analyzing their abilities of reasoning, math and verbal skills. Using these scales it is possible to analyze what the requirements for a cinema manager should be and how the cinema would employ his/her skills for a more efficient delivery of services (HR Guide, 2001).

Another method which can be used is the OAI (Occupational Analysis Inventory) that locates and evaluates a person's performance on more than 600 responsibilities and duties which are part of any given job. This inventory looks at the goals of the job, the behaviour of the individual at the job, the mental activities required, the information handled by the person and the context in which the work is done. This inventory is then ranked against the rating scales defined for the task which includes the four elements of extent, application, and functions of the job or specific element of the job. While this method has been

applied to many different types of work, it is less reliable than the PAQ (HR Guide, 2001).

The Position Analysis Questionnaire (PAQ) was developed in the 70s as a structured job analysis tool which connects the characteristics of a job to human characteristics found in individuals. The PAQ considers 195 components of work which are divided into five categories to understand where information comes from, the reasoning abilities used by the workers, the output created, relationships with other individuals and the context of the job in social and physical terms (HR Guide, 2001).

As discussed earlier, there are several other methods for analyzing the requirements of a job and understanding what kind of individual would be best suited to fill a particular role. Clearly the application of experimentation and scientific analysis to the field of HR has had positive results since these surveys and questionnaires have had better than average success in predicting the requirements for a position in the work force.

2. Job Analysis for Cinema Manager

Knowing about the activities of a cinema and the process of running of a cinema house gives a number of work activities which a cinema manager would have to perform on duty. The first and primary task which comes to mind is the day to day control and running of the cinema which includes management of the human

resources employed by the cinema. These human resources can be used by the cinema manager to deliver efficient services and to ensure that the cinema always runs smoothly.

Other than human resource management and assigning tasks to various individuals, the cinema manager also has to look out for sales and audience targets by ensuring that popular films or films which have a heavy buzz come to the cinema as soon as possible. A manager may be given targets in monetary amounts or by headcount for weekends and weekdays which can be used to judge the efficiency of both the cinema and the management of the cinema house. A well managed, clean cinema house with a high level of amenities would have better attendance than an ill managed, dirty cinema house if all else is equal. Therefore the role of the manager is quite important in insuring that the targets given are met.

The cinema manager may also have to correspond with the local press for advertisements and public relations of the cinema especially if the cinema is an independent enterprise rather than a studio based establishment. In such cases, it is important for the manager to understand local customs and sensibilities for showing pictures which are expected to generate high revenues as opposed to films which would create little interest for the public of the area. For instance, the manager of a cinema which is located in an area with a high immigrant

population would do well to show films from the native country of the immigrant population.

In addition to creating revenue for the cinema, the manager would also be responsible for handling the cash and other instruments of value which a cinema receives. Although inventory control is not a large part of the job but the manager would need to be aware of how much foodstuff or other consumables are coming into the cinema and how much is going out with what revenue stream. Handling of the cinema's finances becomes very important when a large amount of the payments made are in cash since security concerns are also paramount. In this regard, book keeping and reports to the head office can also be the responsibility of the cinema manager.

In terms of contacts with outside bodies, a cinema manager would have to connect with various film critics and societies who make recommendations for various films. Independent producers and local film makers could also be a good source of revenue since they can give their productions to the local cinema house at lower rates and they may be well supported or appreciated by the local population. Finally a cinema manager would also need to be in contact with the film board and other broadcast authorities to ensure that the legal issues concerning the operation of the cinema are not breached.

3. Job Description

A cinema manager is the person who is responsible for the effective and efficient running of a cinema house and who has complete control over the day to day activities of a cinema. S/he is also responsible for the human resource management function and the finance related control of the cinema house that leads into the primary function of the cinema i.e. profit making. As a manager, s/he is also supposed to monitor and liaise with the local press and other bodies to ensure that the image of the cinema house remains positive and welcoming.

4. Person Specification

Skills and Abilities

It is required that the cinema manager:

- Be an excellent manager and have a managerial skill set that lets him/her handle the day to day operations of a cinema house
- Have the ability to communicate effectively with cinema staff as well as establish relationships with outside bodies
- Understand local requirements and trends
- Interpersonal and communication skills
- Understand the basic of financial management and cash handling
- Promotional skills for promoting and pushing certain movies

In terms of essential knowledge the cinema manager should be able to:

- Make business plans and projections based on current attendance rates

- Create a budget based on usage trends for the cinema
- Know the management techniques for handling night operations and event planning for certain situations
- Know the legal and safety laws applicable to the running of the cinema

It is also desirable for the cinema manager to:

- Have some experience in managing a cinema
- Have a degree in leisure studies or management
- Be familiar with computers and productivity software
- Have public service values with the drive for working to provide entertainment to the community

5. Job Application Information

Information to be asked for

In the job application for the cinema manager, I would ask for all legally permitted information which includes some parts of the demographics of the cinema manager and allows a person hiring the individual to make a positive decision regarding the recruitment of an applicant. Things such as level of experience, education, background in the entertainment industry, interest in films, financial management experience, task supervision experience and other factors which relate directly to the performance of the job can be asked for on an application for a position as a cinema manager.

Information which should not be asked for

Any information which concerns itself with the race, gender, sexual preference, religion or the personal lifestyle of the individual should be avoided since it can lead to legal and ethical issues for the recruiter. Additionally, questions which do not directly relate to the individual's abilities or skill set should be avoided since they can lead to hostility and negative feelings on the part of the applicant.

6. The Advertisement

How About Getting Paid to Watch Films?

We are looking for individuals who have experience in management and can successfully handle the position of Cinema Manager for our newest cinema house opening on 111 Filmview Street.

The ideal candidate would have excellent management skills that let him/her handle the day to day operations of the cinema house and manage the team of individuals placed under his/her supervision.

Required Skills

1. Excellent management skills that allow the person to handle the day to day operations of the cinema house
2. The ability to communicate effectively with cinema staff as well as establish relationships with outside bodies
3. Understand local requirements and trends
4. Interpersonal and communication skills
5. Understand the basic of financial management and cash handling
6. Promotional skills for promoting and pushing certain movies

Essential Knowledge

1. Making business plans and projections based on current attendance rates
2. Creating a budget based on usage trends for the cinema
3. Knowing the management techniques for handling night operations and event planning for certain situations
4. Knowing the legal and safety laws applicable to the running of the cinema

Desirables

1. Some experience in managing a cinema
2. A degree in leisure studies or management
3. Familiarity with computers and productivity software
4. Public service values with the drive for working to provide entertainment to the community

If you feel that you meet the criteria above please send your resume to: 12 Film Jobs Street, London. Or email us at filmjobs@cinemahouse.com. All applications are treated in confidence and minorities are encouraged to apply.

Works Cited

HR Guide. 2001, *Job Analysis Questionnaires*. [Online] Available at:
<http://www.hr-guide.com/data/G012.htm>