

Understanding the Performance Management Process

You are a new HR Manager for a company with 250 employees. During your third week of employment, you have discovered that none of the employees have job descriptions. Some employees have worked for the company over five years. Employees have been classified as exempt when, in fact, they are nonexempt employees according to the Fair Labor Standards Act (FLSA). In addition, the company has never established a performance management process. Employee morale is low, employees are not performing at an optimal level, and employee reviews have not been conducted for two years. What are the necessary steps to take in order to get the organization on track?

First, you must have a clear understanding of the organization's mission and strategic goals and then create a list of jobs. Without a list of jobs, it will be virtually impossible to begin the process.

There are multiple steps in understanding the performance management process:

1. Know the mission and strategic goals of the company.
2. Conduct a job analysis.
3. Write job descriptions.
4. Implement a well-designed performance management process.
5. Determine when performance appraisals will be conducted and how coaching feedback will be given.
6. Define the type of employee behavior required to attain the desired outcome.
7. Establish a set of new goals to attain and set benchmarks.

The scenario suggested above actually happened. After three weeks of employment in her first role as an HR Manager, this manager found the organization to be in total disarray. Prior to her onboarding, an employee had filed a grievance since he was classified as exempt when he was actually a nonexempt employee. Employees were disgruntled because they had not received a raise in over two years. The company did not have a clear idea of the mission or strategic goals. When the performance management process was clearly defined and linked to the strategic goals of the organization, employee morale lifted.

Benefits of the FLSA

Employers are required to follow the guidelines established by the FLSA to ensure employees are properly compensated for the work performed.

Review the tabs to study the benefits of the FLSA through the given case studies.

Case Study 1

Case Study 2

The manager of



your fast-food restaurant has advised all employees to clock out after their eight-hour shift; however, the manager insists that the employees cannot leave until the restaurant is cleaned and ready for the morning crew. The manager has been trying to remain within the monthly budget. A disgruntled employee filed a claim since she has not received overtime pay. The franchise is now facing a class action lawsuit.

- Locate a court case to understand the repercussions for an employer failing to adhere to the FLSA.
- What are some other options the manager could have used to remain within the monthly budget?
- What are five critical areas that you have discovered from reading the court case you selected?
- How can you apply this knowledge to your current or future organization?



Additional Materials

From your course textbook, *Performance Management*, read the following chapter:

- Performance Management Process

From the South University Online Library, read the following article:

- [10 Performance Management Process Gaps](#) 