



JOB CREATION

For a Home Décor Manager

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2019

Recruitment and Selection

RECRUITING AND SELECTING CANDIDATES FOR A HOME DÉCOR MANAGER

Job Analysis

Job Analysis is the process of acquiring specific details encompassing all aspects of a job in order to match personnel to job requirements or vice versa, resulting in quality task-performance and the fulfilment of the firm's competitive strategy. The job analysis forms the foundation of human resource management's role in the organization from recruitment and selection to job evaluation which determines the internal compensation structure of the firm. Without a thorough or complete analysis of a job employees, hiring managers, and executives may encounter situations for which they are not prepared resulting in inefficiencies, lower morale, waste, and higher turnover.

Job Title: Retail Department Manager

Classification: Salaried Full Time Exempt Employee

Department/ Division: Home Decor Department

Location: Lafayette, Louisiana

Pay Grade: Level 4 (\$38,250- \$46,560)

JOB REQUIREMENTS

- **Summary of Position**
 - Supervise and coordinate activities of retail sales workers in a department. Duties may include management functions, such as purchasing, budgeting, accounting, and personnel work, in addition to supervisory duties.

- **Job Tasks**

- Greet and assist customers
- Resolve customer complaints and grievances
- Oversee sales activities to guarantee customers receive excellent service and quality products
- Inspect merchandise to determine correct pricing and displaying as advertised
- Develop staff on how to handle complex and difficult sales
- Delegate specific duties to individual employees
- Maintain an audit trail of purchases, sales, and requisitions
- Lead and empower employees in sales, inventory-taking, returns processes, or performing services in store
- Hire, train, and evaluate personnel in sales, promoting or dismissing workers when appropriate
- Plan budgets and authorize payments and merchandise returns
- Develop credit policies and standard operating procedures (SOP)

- **Computer Skills and Software Used**

- Business intelligence and data analysis software
 - Oracle Business Intelligence Enterprise Edition
 - IBM Cognos Impromptu
 - MicroStrategy
 - Qlik Tech QlikView

- Enterprise resource planning ERP software
 - Kronos Enterprise Workforce Management
 - Oracle Hyperion
 - SAP
- Graphics or photo imaging software
 - Adobe Systems Adobe Photoshop
 - Adobe Systems Illustrator
 - Microsoft Visio
- Point of sale POS software
 - CyberMatrix POS
 - Intuit QuickBooks POS
 - Plexis Software Plexis POS
- Time accounting software
 - Kronos Workforce Timekeeper
 - TimeTrak Systems ClocTrak
 - Hagel Unitime Systems
- Sales and Marketing Software
 - Google AdWords
- Internet Browser Software
 - Internet Explorer
 - Mozilla Firefox
 - Google Chrome
- HR Software

- Exact Software
 - Human Resource Management Software
 - Time Card Software
- **Reporting Structure**
 - Reports to Store Manager
 - Lower level staff reporting to this position

Employee Requirements

- **Education and Training**
 - Highschool diploma or equivalent
 - On average 2 years of experience in a retail position
- **Skills and Aptitudes**
 - Integrity
 - Leadership
 - Cooperation
 - Stress Tolerance
 - Dependability
- **Environment and Physical**
 - Work on-floor with staff (75%)
 - Work in-office (25%)
 - Lift up to 40 pounds
- **Licenses/Certifications**

- Professional Certification in Advanced Service and Sales
- Certified Collegiate Retailer

Success Factors

- **Grow Sales**
 - Meet or exceed annual sales plans
- **Develop Sales Department**
 - Increase credit penetration

Comments: _____

HR Representative: _____

Department Manager: _____

Date Completed: _____

JOB DESCRIPTION

A full job description includes general tasks, duties, and responsibilities, known as the job description, in tandem with job specifications which is a list of knowledge, skills, abilities, and other characteristics inherent to the job such as Bona Fide Occupational Qualifications. A job description is broad and derived from the job analysis and provides a good overview for prospective applicants and recruiters to find good matches. Most importantly, a job description prevents employee dissatisfaction through creating realistic job expectation.

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- **Summary of Position**

- Catalyze a great retail experience through the oversight of numerous associates in a fast-paced retail environment whilst under the strategic direction of the store manager. Includes but is not limited to management of department sales performance, personnel, inventory, and resolution of customer complaints or issues.

Job Requirements

- **Job Duties**

- Observe and support employees engaged in sales, inventory-taking, reconciling cash receipts, or in performing services for customers.
- Monitor daily customer service and sales metrics to ensure that customers receive satisfactory service and quality goods.
- Train and develop staff on problem solving resolution methods to handle difficult and complicated sales.
- Provide excellent customer service by welcoming and aiding customers through responding to customer inquiries and complaints.
- Monitor the merchandising of goods to ensure that they are correctly priced and displayed.

- **Responsibilities**

- Maintain a safe and organized showroom at all times.
- Meet or exceed sales plans as determined semiannually.
- Ensure subordinate compliance with store safety program.
- Maintain optimal inventory levels.
- Perform an inventory audit annually before the holiday season.
- Create and maintain employee schedule.
- Reinforce great customer service behaviors through the use of the store bonus system.
- Resolve customer issues and complaints in a timely manner.

- **Task**

- Develop and present weekly department status reports to Store Manager and staff.
- Participate in quarterly business walks with the District Manager and other store management.
- Verify new hire minimum standards of knowledge regarding safety, product knowledge, and Standard Operating Procedures (SOPs).
- Create shrink analysis reports and relevant action plans.
- Verify markdowns on expensive damaged merchandise.
- Train, develop, and onboard associates.
- Other tasks as determined by necessity.

Employee Requirements

- **Education**

- Highschool diploma or equivalent

- **Experience**

- Minimum 4 years of experience in retail or relevant service industry
- Preferred 2 years of experience in a management position in retail or relevant service industry

- **Skills & Abilities**

- Speaking

- Critical Thinking
- Mentoring
- Time Management
- Active Learning
- Reading Comprehension
- Systems Analysis and Evaluation
- Writing
- Negotiation
- Selective Attention
- Originality

- **Knowledge**

- Customer Service Techniques
 - Customer needs assessment
 - Quality standards for service
 - Evaluation of customer satisfaction
- Management Techniques
 - Leadership
 - Production
 - Resource planning and allocation
 - Human Resources planning
- Technology Skills
 - Microsoft Office Suite
 - Excel

- Word
 - PowerPoint
- Time Accounting Software
 - Kronos Workforce Timekeeper
- Point-of-Sale Software
 - CyberMatrix POS
- Inventory Management Software
 - Proprietary program
- Sales and Marketing Software
 - Google AdWords
- Internet Browser Software
 - Mozilla Firefox
 - Google Chrome
- HR Software
 - Exact Software
- **Physical Requirements**
 - Ability to lift 40-pound boxes of merchandise
 - Ability to remain standing for periods of at least 6 hours

Recruitment Process Guidelines for a Retail Home Décor Department Manager

Our company's recruitment mission will be to recruit the best possible candidates available to build our company's brand name. For our company to be successful, we will be focusing on a two-part process. Initially we will attempt to recruit internally, if unsuccessful, we will then focus on external candidates. In our company's current search for the successful recruitment of a retail home décor department manager, our Human Resources Division should focus on the following procedures for position fulfillment.

Our first objective will be to have our Human Resources Division coordinate a meeting with our in-store general manager to review the job analysis and job description of this position to determine the accurate personnel required to fill this vacancy. Remember through this process the coordination between our in-store general managers and Human Resources Division is imperative to follow all applicable labor laws and guidelines set forth for recruitment of all employees.

Our second objective, once we have determined the proper correlation between the required position and candidate, when can begin our internal recruitment process. We will be focusing on our company's intranet webpage to attract most of our internal candidates. According to Noe, Hollenbrock, Gerhart, & Wright (2018), "By using their own webpage, organizations can highly tune their recruitment message and focus on specific people."

In addition to our intranet web page recruitment, we will also begin an employee referral system. We will be reaching out to our managers in all departments to assess any candidates currently available for promotions. Our internal referral recruitment program will also provide a recruitment bonus to employees who refer another employee for this position.

Any employee who refers another employee for this position will receive; for Manager's referrals, \$150 bonus, and all other employee referrals a \$300 bonus upon the candidate's successful completion of six months in this position. Any internal candidate for this position must not be on any form of performance improvement plan, to obtain this position.

In the event we are unsuccessful in our internal recruitment for this position within thirty business days of this position being posted as "available," on both our internal webpage and employee referral program, we will then begin our external recruitment efforts. According to Noe, Hollenbrock, Gerhart, & Wright (2018), "Recruiting from outside sources is a good way to strengthen one's own company and weaken one's competitors at the same time." This external recruitment process will also consist of a multi-faceted approach.

When addressing external candidate recruitment, our referral recruitment bonus program will be structured as follows; a \$300 bonus for Managers and a \$500 bonus for all other employees, using the same guideline requirements previously mentioned for internal referrals. In addition to our referral program, our Human Resources Department will be focusing on two main external recruitment areas.

The main area of our external recruitment efforts will be in Campus recruitment. Our HR Division will be attending job fairs on our local university's campus, accepting applications and holding on-site interviews. We will also work in conjunction with our local university's Business Management program and leaders to find adequate personnel to fill this vacancy through internships for graduating seniors.

In addition to campus recruitment, we will utilize our external webpage resource and several other internet-based job sites for application acceptance. These internet-based job sites will include major providers such as Career-BUILDER, Monster, and Indeed. At this juncture, we will also be capitalizing the use of all our social media sites, such as Facebook and Instagram for notification of this position being available to all outside applicants.

Selection Process Guidelines for a Retail Home Décor Department Manager

Recruitment means nothing to the company if we don't select the best possible people for the job. As such, in order to save time and money, a preliminary interview is first used to sort out potential candidates. This type of interview is the most basic of interviews that can be done in person, video, or phone and are typically short in nature. This allows us to get a first impression and gather information whether or not they're suited to the position. Questions asked would be consistent, like a structured interview, that would focus on the applicant's goals, skills, qualification, and what they can do for the company.

Applicants that pass the preliminary interview will be provided a standard application form to fill out. This application form will have general questions that would once again ask skills, experience, and qualifications but also more personal information.

Through the applications forms, we begin screening potential candidates. This allows us to further eliminate applicants who do not meet our criteria. Criteria will require specific qualifications and work experience from the applicant to ensure they are the best fit. If they do not meet these requirements, they will be eliminated from consideration. Those that meet the requirements will be sent a letter notifying them we are interested in proceeding to do an interview with them. It is important that we have more than one qualifying applicant for an interview on the off chance our primary selection is unable or declines our offer.

The interview process can take multiple forms from one-on-one, phone, video, to a formal and informal structure. We understand that there will be applicants who are not local and

will need either a phone or video interview to proceed. In order to be consistent, it is imperative that all interviews be formally structured, and all questions remain the same.

Interviewing candidates in person should be done in a neutral setting and take no more than an hour long. This is a preferred method as it allows us to probe further questions, allow the candidate to ask their own questions, and get to know the applicant. When using phone interviews, it is recommended to keep it 10 minutes long with the potential candidate. This is not an interview method of choice, but it is still viable. At this point, references can be checked.

Employment testing can either help or hinder selecting the right candidate. If a pre-employment test must be conducted, it must be reliable and consistent. For our purposes, a Home Decor Manager does not warrant any pre-employment testing given the requirements in addition to licenses and certifications.

In times past, we would have asked the applicant for a drug test. However, with the change in state laws with the legal use of marijuana, there is a rise in use of the drug. Beyond that, it's been documented that drug testing in and of itself has not proven to be beneficial to either the company or employees. If there is an incident in regard to the employee, then we may demand a drug test. At this time, with the time and money that would normally go into drug testing can be better utilized elsewhere.

The end of the selection process is the job offer. We are to make sure the compensation plan offered is clear and unambiguous. The candidate will be notified through mail or email of their selection within 2-3 business days. We will have our candidate go through an orientation

process to introduce them to coworkers, facilities, and job details including their schedule, benefits, and work performance standards.

Selection Errors for a Retail Home Decor Department Manager

To minimize errors in selecting potential candidates for the job, we must be aware of the types of errors that can be made.

First impression error, as the name implies, is the tendency where the brain continues to see an individual in the same light as it did during the first meeting. Asking the same questions of all candidates in a structured manner, through gathering the same information from all candidates can help reduce this bias.

Halo errors are illogical generalizations of a candidate you are interviewing that has some of the most impressive sales numbers you've seen. To avoid the halo error, remain actively aware of the fact that there is little or no connection between separate and objective competencies.

Similar-to-me-effect is a tendency to rate those that we perceive as similar to ourselves more highly. It is important to proactively ward this error off, understanding that personal or professional similarities between yourself as the interviewer and a candidate lend, no credence to the thought they would be a better or more qualified candidate than the others.

Leniency error is the tendency of an individual to give artificially inflated ratings to a candidate. To avoid this error, use a candidate will be fairly and objectively scored that provides behaviorally anchored rating scales as guides to rates.

At times, people have a “whole truth and nothing but the truth” mindset in job interview, so they say too much. Answer the candidate’s questions and stop talking. Alternatively, ask a question of your own. The candidate should do most of the talking.

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Training, Development, and Performance Management

TRAINING AND DEVELOPING CANDIDATES FOR A HOME DÉCOR
MANAGER

Employee Onboarding and Orientation Guidelines for a Retail Home Decor Department Manager

Employee onboarding, orientation, or socialization is the process of helping new hires adjust to the social and performance aspects of their new positions within their respective organizations. Effective employee socialization processes have been shown to increase job satisfaction, organizational commitment, job performance, and decrease turnover. These characteristics contribute to an organization's competitive advantage and as such will serve as the onus for implementing such a process for our organization.

An effective employee onboarding process typically includes the compliance, clarification, culture, and connection phases in any order that the firm sees fit. The compliance phase of the process involves the understanding of company policies known as Standard Operating Procedures (SOPs), which are often based or influenced by regulations in the respective industry of the firm and include topics such as safety and the disposal of hazardous materials. Next, the clarification period involves the reaffirmation of the expected performance objectives and goals the respective new employee is charged to accomplish within the coming business period, as well as, an instance for questions to be asked regarding the objectives themselves or any aspects of the new job. Culture is another phase of the orientation process for newly hired candidates that involves the study of company history, values, traditions, mission statements, and norms. Lastly, the connection phase involves the establishment of strong working and interpersonal relationships between colleagues and subordinates.

Our onboarding process will target new hires, transfers, and extended leave of absence candidates. New hires will include any candidate who has not been employed by the organization

or an affiliate prior to accepting their respective job offer. Transfers include candidates moving across divisions or stores in different localities or roles. Extended leave of absence candidates are previous employees who have become inactive within the organization for substantiated and authorized reasons for greater than six months.

The onboarding process at our organization will commence with the acculturation of new employees to the organization. The orientation will be held in the training room at the store and will be facilitated by the Human Resource Assistant Store Manager and take place one day and last approximately six hours. New hires with differing levels of ordination will be involved in the culture phase of the process. This assures that management and hourly associates receive the same quality of content, as well as, providing an opportunity early on to develop interpersonal relationships in a relaxed learning environment. A video will be shown with a message from our company's CEO conveying gratitude for the candidates choosing to be employed within the organization and will be followed by the revelation of company history, values, and the general mission the company hopes to achieve. Subsequently, the candidates will be given an opportunity to repeat the company values and the first to successfully do so will receive a \$25 gift card of their choosing, excluding competitors.

Next, new hires will delve into the compliance phase of the process, which will run parallel with the connection phase, through eLearning facilitated by our Knowledge Management System, a Human Resources self-service center, and On-The Job Training. The compliance and connection phases will take approximately four to six weeks to complete. First, the candidate will access the HR self-service center which will aid the candidate in filling out multiple arduous

documents in a complete and efficient manner guided by computer assistance, as well as, supplemented by an HR representative as necessary. The eLearning portion of the phase will include topics such as compensation, scheduling and attendance, benefits, safety, the disposal of hazardous materials, SOPs and other topics relevant to the candidate's specific position. eLearning will be conducted through video lectures with check for understanding sections that offer simultaneous feedback and require a certain score to be achieved in order to progress. Next, on the job training will be provided by the pre-existing management team through a rotating coaching system in all functional areas including operations, human resources, support, and specialty departments to allow new hires to gain basic insight into the conduction of business throughout the organization. In parallel, the connection phase will occur, this will include monthly outings with the management team and department subordinates to facilitate team-building and the establishment of interpersonal relationships. These activities may include banquets, paintball, bowling, escape rooms, dodgeball, and laser tag among others.

Lastly, our employee orientation and onboarding process will finale with the clarification of goals and objectives known as the clarification phase. Candidates will meet with their respective supervisor at their one, three, and six month milestones to formally discuss their performance and continued opportunities for growth. Candidates will be interviewed using a structured format to determine the effectiveness of each phase of the onboarding process which in result, will create a feedback loop for improvement of future iterations of the process. This will also serve as a time for the candidate to ask questions about uncertainties or anxieties the employee may have in regards to any aspect of the job.

In result, our orientation and onboarding process will enable our organization to maintain a competitive edge in an ever-changing, fast paced, relentless home improvement retail

environment. We expect to see results in both quantifiable and qualifiable metrics upon implementing our orientation process, including but not limited to, increased job satisfaction, greater organizational commitment, lower turnover, increased job performance, and greater firm financial performance in the long term as a result.

Performance Management Instrument

Performance Rating Form

Employee's Name: _____ Level: In-Store Department Manager

Manager's Name: _____

Key Work Responsibilities

Results/Goals to be Achieved

1. _____

1. _____

2. _____

2. _____

3. _____

3. _____

4. _____

4. _____

Behavioral Assessment of Competencies

Communication

1

2

3

4

5

Below Expectations	Meets Expectations	Role Model
Employee does not deliver standard communications throughout the organization with supplied coaching, including but not limited to required forms, paperwork, and records, within the accurate timelines; documentation requires several corrections.	Employee does deliver standard communications throughout the organization with supplied coaching, including but not limited to required forms, paperwork, and records, within the accurate timelines; documentation requires minimal corrections.	Employee does deliver standard communications throughout the organization without supplied coaching, including but not limited to required forms, paperwork, and records, within the accurate timelines; documentation requires few, if any, corrections.

Organizational Know-How

1

2

3

4

5

Below Expectations	Meets Expectations	Role Model
Employee exhibits the minimal organizational know-how including but not limited to knowledge of basic job description, working operation within assigned department, and ability to follow Standard Operating Procedures.	Employee exhibits the fundamental organizational know-how including but not limited to knowledge of basic job description, working operation within assigned department, and ability to follow Standard Operating Procedures.	Employee exhibits the exceptional organizational know-how including but not limited to knowledge of basic job description, working operation within assigned department, and ability to follow Standard Operating Procedures.

Personal Effectiveness

1

2

3

4

5

Below Expectations	Meets Expectations	Role Model
Employee displays the minimal effectiveness including but not limited to the ability of maintaining their department's scheduling and forecasting, employee satisfaction and turnover, and inventory control processes.	Employee displays the fundamental effectiveness including but not limited to the ability of maintaining their department's scheduling and forecasting, employee satisfaction and turnover, and inventory control processes.	Employee displays the exceptional effectiveness including but not limited to the ability of maintaining their department's scheduling and forecasting, employee satisfaction and turnover, and inventory control processes.

Teamwork

1

2

3

4

5

Below Expectations	Meets Expectations	Role Model
Employee demonstrates the minimal ability and commitment including but not limited to accomplishing departmental and peer group goals	Employee demonstrates the fundamental ability and commitment including but not limited to accomplishing departmental and peer group goals	Employee demonstrates the exceptional ability and commitment including but not limited to accomplishing departmental and peer group goals

Achieving Business Results

1

2

3

4

5

Below Expectations	Meets Expectations	Role Model
Employee provides the minimal ability including but not limited to achieving required quarterly and annual sales goals, managing budgetary guidelines, and reviewing subordinate performance within assigned department.	Employee provides the fundamental ability including but not limited to achieving required quarterly and annual sales goals, managing budgetary guidelines, and reviewing subordinate performance within assigned department.	Employee provides the exceptional ability including but not limited to achieving required quarterly and annual sales goals, managing budgetary guidelines, and reviewing subordinate performance within assigned department.

Results Assessment

Accomplishment

1: _____

1

2

3

4

5

Low Impact	Moderate Impact	High Impact
Employee demonstrates the same or minimal achievements in operational efficiency and/or effectiveness.	Employee demonstrates moderate achievements in operational efficiency and/or effectiveness.	Employee demonstrates vast achievements in operational efficiency and/or effectiveness.

Accomplishment

2: _____

1

2

3

4

5

Low Impact	Moderate Impact	High Impact
Employee demonstrates the same or minimal achievements in operational efficiency and/or effectiveness.	Employee demonstrates moderate achievements in operational efficiency and/or effectiveness.	Employee demonstrates vast achievements in operational efficiency and/or effectiveness.

Narrative

Areas to be Developed	Actions	Completion Date

Manager's Signature: _____ Date:

Employee's Signature: _____ Date:

The above employee signature indicates receipt of, but not necessarily concurrent with, the evaluation herein.

Performance Management System Guidelines for a Retail Home Décor Department Manager

Performance management is the means through which managers ensure that employee's activities and outcomes are congruent with the organization's goals. This process is imperative in evaluating our employee's competency levels within our organization. This process will provide us with critical information, which will determine areas of improvement, areas of satisfactory skills, and areas of exceeding development skills for each employee. Our performance management system will begin with our Human Resource Department's evaluation of our company's business strategy and align that strategy with each department manager's job description and job analysis. Upon which HR will create an instrument to determine areas of competency to be assessed. Once the performance management instrument is created, Store Managers will be assigned the duty to evaluate department managers.

A performance management system should evaluate our employees on several different areas, not simply job performance. This performance management system should incorporate an employee's communication, organizational know-how, personal effectiveness, teamwork, and ability to achieve business results. These combined skills should be aligned with our mission, business strategy, goals, and culture. Implemented correctly, our performance management system will help us to determine areas in which our employees need training, may it be initial or continuous, develop our employees career paths to assist with lower overall turnover, and assist us with determining applicable compensation increases. To be successful, we will need to get our employees engaged and encourage them that this is a win-win situation for everyone.

Our performance management system will follow a six-step approach. First, we will define performance outcomes for each department manager position. These performance outcomes will be determined by a behavioral assessment of competencies mentioned prior as: communication, organizational know-how, personal effectiveness, teamwork, and achieving business results. All employees will be met with annually on an individual basis with their immediate supervisor to discuss these defined performance outcomes.

Communication will be assessed by the managers ability to communication through all levels of the organization, with their immediate managers, others in their peer group, direct employees, and customers. Organizational know-how which measures a manager's ability to know the basis of their job description, the working operations within their respective departments, and ability to follow Standard Operating Procedures (SOPs). Personal effectiveness will assess a manager's ability to maintain their department's scheduling and forecasting, employee satisfaction and turnover, and inventory control. Teamwork will measure a manager's ability to accomplish both their dedicated department's team goals and any applicable peer group goals. And lastly, achieving business results. Achieving business results will be assessed by a manager's ability to achieve required quarterly and annual sales goals for their department, their ability to manage their department within required budgetary guidelines and ability to manage their department's employee performance system.

Our second step in this performance management process will be to develop employee goals, behavior, and actions to achieve outcomes. Sales performance goals for each department manager will be set forth by their respected immediate manager, it will be at each department

manager's discretion to determine the sales performance goals of each of their department's employees. Manager's and their immediate supervisors should jointly determine the behavior of the department employees along with its actions required to achieve these aforementioned performance goals such as, how many customer interactions are required per day per employee to achieve said goals.

Our third step in this performance management process will be to provide support and ongoing performance discussions. Managers are encouraged to contact or attend either quarterly or semi-annual informal performance discussions or meetings with immediate supervisors to discuss individual and departmental sales goals. Immediate supervisors and managers should be encouraged to give feedback to each other both with these discussions and continuously throughout the year. Department managers are required to give feedback and praises to department employees throughout the year per daily, weekly, or monthly sessions. These support sessions should also include education and training session information and requirements to help improvement and maintain the quality of each employee's performance.

Our fourth step in the performance management process will be to provide evaluations on the pre-mentioned goals which have been established for each employee. These evaluation proceedings are mandatory annual formal events held in each manager's own office on a one on basis. These meetings are to be scheduled for a minimum one hour in length to adequately perform each employee's performance assessment. Prior to said scheduled meeting, employees are encouraged and supplied with their own performance appraisal document to assess themselves based on goals and objectives set forth previously. Throughout these performance

process meetings managers will be given a 360-degree appraisal, this appraisal will include evaluations from a wide range of persons who interact with them. This process will include self-evaluations, as well as evaluations from their immediate supervisor, employees, peers and customers.

Performance rating forms will be used in all performance evaluation meetings. These forms include work responsibilities, goals to be achieved, a behavioral assessment of competencies section, a results assessment section which defines and rates accomplishments, areas to be developed, actions, and completion dates. Based on a combination of results from the 360-degree appraisal and the performance rating form will determine compensation raise levels and training needs. Any manager currently on a Performance Improvement Plan (PIP) or receives one or more below expectations rating(s) according to the Performance Rating Form, will not be eligible for a compensation increase. Compensation level increases are as follows:

5 meets expectations and 0 Role Model	3% annual increase
4 meets expectations and 1 Role Model	5% annual increase
3 meets expectations and 2 Role Model	8% annual increase
2 meets expectations and 3 Role Model	11% annual increase
1 meets expectations and 4 Role Model	13% annual increase
0 meets expectations and 5 Role Model	15% annual increase

Our fifth step in the performance management process will identify improvements required and any necessary training. Through the year and during evaluation meetings managers will be required to complete action plans for both themselves and employees. These action plans will detail any areas deemed necessary for improvement such as customer service skills, sales performance improvements, etc. These action plans will identify areas of opportunity and

improvement along with detailed outlines of both ways to address and resolve these areas through hands on and technology-based training. Managers are encouraged to refer to step three of this process and offer support and give praise to employees who work toward these areas of improvement.

Our final step in this process shall be to provide consequences for performance results. Throughout the year and particularly during annual evaluation meetings, managers are to evaluate the performance of their employees. These performance evaluations will determine which step, if any, an employee will be placed on. Any employee with at least one or more below meets will be placed on a Performance Improvement Plan (PIP). Depending on if an employee is currently on a PIP, and said employee receives a below expectations rating they will be then placed on the next level of the PIP.

Ensuring the Effectiveness of the Performance Management System for a Home Décor Department Manager

Ensuring a performance management system is a very important task for both the company and its employees. For the company, ensuring the validity and reliability of a performance management system decreases the amount of liability issues and also discourages the use of appraisal politics. From the perspective of the employees, ensuring the validity and reliability of a performance management system will provide unbiased performance appraisals and compensation. This process initially begins with the Human Resource Department developing training programs that provide fundamental procedures for evaluations of employees, such as Rater Error Trainings, Frame-of-Reference Trainings or also called Rater Accuracy Training, and Calibration Meetings. For our organizational purposes, we will be using all four tactics to ensure minimization of biases.

Due to human nature, unconscious bias occurs in rating, which leads to bias and errors in rating. There are four types of rater errors: similar to me, contrast, leniency, strictness, central tendency, halo, and horns. The Human Resource Department launched the Rater Error Training program in attempt to avoid these rating errors. The Rater Error Training helps to make managers familiar with the different types of errors and thus minimizing the occurrences of rating errors. This program consists of having managers watch video scenarios evoking rating errors, make their rating selections and discuss the outcomes based on the videos, and finally receive tips on how to avoid making rating errors.

Another training program we will deploy to ensure our performance management system is Frame-of-Reference or Accuracy Training. The Frame-of-Reference Training program strives to develop a manager's knowledge of the multidimensional nature of a performance appraisal while also trying to establish the same mindset when using ratings such as, low performance, medium performance, and high performance. This program entails presenting examples of performance appraisals in the different types of multidimensions and then discussing the accurate level of performance that is necessary. Frame-of-Reference Training program holds the manager accountable for ratings given while also requiring them to keep documentation of observations.

As a final attempt to ensure our performance management system and to eliminate rating errors, we will hold Calibration Meetings. These meetings will consist of monitoring managers consistency across all departments while also monitoring and discouraging the use of unconscious bias, rating errors, and appraisal politics. Our calibration meetings will be arranged by an internal Human Resource representative and will be based on an employee's most recent performance. The internal Human Resource representative will enable discussions on how managers define performance management ratings, their reasonings for the ratings, and allow for questions and feedback. When knowing they must justify reasoning, managers will more likely provide more accurate evaluations and better prepare documentation.

As we implement our performance management system, managers should be maintaining consistency in their evaluation of employees. In coordination with our Human Resources Department, managers should be kept aware of, acknowledge and abide by all current by-laws

regarding discrimination in the workplace. Evaluations for management should be based on a combination of performance and their 360-degree appraisals. The focus on this combination should combat against the mistreatment of employees due to various types of discrimination. Our organizational approach on performance management evaluations must provide an equal level of determination for employee's behaviors based on their perspective job description and job analysis.

In our organization, we will utilize computer-based software for all employee evaluations. All managers will be required to attend any training sessions offered by our Human Resources Department to properly educate them on the usage and importance of said software. This software will have the ability to store and track all evaluations, allowing both managers and employees to review their evaluations at any given time. These evaluations must be completed electronically, signed and confirmed by managers and their employees. Once confirmation has been completed by both parties, a third-party final review, verification, and confirmation will be sent to our Human Resource Department. Confirmation completion evaluation forms must be printed and distributed to all parties. Managers and the Human Resources Department must keep copies of all evaluations within the employee's file for reference, employees are urged to keep a copy for their personal records.

Any employee who feels that their evaluation was processed with level(s) of unfairness will reserve the right to appeal this evaluation within thirty business days after completion of said evaluation. The appeal process will be comprised of members of our Human Resource Department and two managers chosen randomly from outside departments. These appeals shall

be heard, and a new performance evaluation will be performed with sixty days of employee's appeal submission. Our company values dictate a zero-tolerance policy for any manager accused of and found guilty of performance evaluation discrimination in any form and thus shall be terminated immediately.

Our company's main objective with our performance management process is to not only evaluate our employees' performances, but to enhance the knowledge, identify strengths and weaknesses, and to utilize these findings to enhance our company. Utilizing this performance management system correctly, will provide feedback for employees and allow them to discuss this feedback with their managers. Managers are urged to schedule meetings with all direct employees at their discretion to discuss and review performance evaluations, goals, accomplishments, and areas of opportunity. Employees are urged to create specific goals and timelines and discuss these ideas with their managers to assist in career planning.

Succession Planning

Succession planning and management involves an integrated and systematic approach to identifying, developing, and retaining employees in line with current and projected business objectives. Managers and human resource professionals all play important roles in succession planning and management.

There is not a “one-size fits all” approach to succession planning. What works in one organization may not work in another. One must consider different context and resources that may evolve over time as an organization learns what works and what needs to be improved upon. We must be proactive with our succession planning as it can take time to find and prepare a promising candidate for a leadership role. To make sure everyone is on the same page, we will share our succession planning with human resources and our board of directors.

Our company will provide training to ensure our employees become peak performers and offer mentoring relationship job shadowing and training. To develop the employees, our company can laterally move them to expand their skill set. We can provide assignments to special projects, team leadership roles, and both internal and external training and development for the employee.

Through our succession planning process, employees appreciate the time, attention, and development that we invest in them. They will be motivated and engaged when they can see a career path within the company for their continued growth and development.

The five key elements of succession planning are.

- Identify key areas and positions key areas and positions that are critical to the organization's operational and strategic objectives.
- Identify capabilities for key areas and positions to establish selection criteria, focus employee development efforts, and set performance expectations. We need to determine the capabilities required for the key areas and positions.
- Identify those interested and assess their capabilities to determine who has the potential to fill key areas and positions.
- Develop and implement succession and knowledge transfer plans. This includes incorporating strategies for learning, training, development, and the transfer of corporate knowledge.
- Evaluate effectiveness and monitor your succession planning and management efforts to ensure quality.

2019

Compensation, Reward and Benefits

BRINGING VALUE FOR A HOME DÉCOR MANAGER

Compensation Philosophy for a Retail Home Décor Department Manager

Our organization will focus our compensation philosophy on the two major competitive market challenges, product market competition and labor market competition. For our organization to be successful, we must remember that our most important asset is our employee base. While we certainly want to create an organizational culture that is supportive to our employees' standards of living, we do need to focus on our profits to protect our employees and shareholders. The success of this philosophy will, as always, be guided alongside the applicable labor laws of Equal Employment Opportunity (EEO) and the Fair Labor Standards Act (FLSA).

The compensation philosophy we create will ultimately help our organization achieve its success through the acquisition of employees that best suit both their respective roles as managers and the core culture of our company. We must strive to attract and recruit the best possible candidates for our teams while also determining the adequate compensation for their given job structure. While recruiting, the organization will follow the Equal Employment Opportunity (EEO) to fortify equality in selection of potential employees. To ensure equality in pay for women in our organization, we will deploy comparable worth. As we create our compensation philosophy, we must realize and communicate the many factors involved to our employees and in doing so, this will assist with improving our culture, attitude, morale, engagement and performance. This compensation philosophy will be designed by our Human Resource Department, will be distributed to all current employees and will be implemented into all new onboarding procedures.

To be the best in any industry, you must be better than the rest of your competitors. As an organization in retail sales, we shall focus on product market competition and labor market competition to help us determine the best course of action for our employee compensation. The area of product market competition will allow us to evaluate our labor costs in relation to our product sales cost. The labor market competition will help us avoid shortages and surpluses by attracting and retaining employees. Our organization will not only recruit employees, but we will emphasize quality for the fulfillment of each position available. Since we are cooperating with the Fair Labor Standards Act (FLSA), our employees will be classified as nonexempt employees while also being able to be compensated for overtime work. Overtime pay will be given to any employee who works over 40 hours in a work week, which is specified as one and a half times the employee's regular hourly pay.

In our ever-competing market, we will be utilizing benchmarking to compare our company to that of others. This benchmarking technique will also us to determine what other companies are paying their employees, which will advise us of the fair market wage and to give us a better outlook on what the return on investment will be for those given wages. We will be using a pay survey of multiple questions to determine the benchmarking. The market survey will include questions such as, which companies should be included, which jobs should be included, and how are all the rates of pay weighted and combined? The benchmark technique will be the best course of action for our fulfilling our key job of Retail Home Décor Department Manager, due to the position's commonality in the retail business.

The external focus for our organization will not be our only compensation focus. We must also look internally to be fair to all employees when determining our compensation. Our organization will be creating job structures and using job evaluations to determine what the compensable factors shall be. Upon determining what the compensable factors shall be, a job evaluation committee will determine the ratings involved for use in a point factor system. Those ratings will be determined by expert judgments of the importance of each factor and statistical information of the importance of those factors in the labor market.

Once we have determined our job structures, we will incorporate those into the development of our pay structure. The pay structure of our company will be, as stated before, based on a combination of both external and internal determining factors. Combining both our market survey data and our internal findings of the job evaluation, we will be able to create a pay policy line to determine compensation. With our pay policy line determination, we must be diligent in providing fair pay to all employees, while also being as competitive as we can in the marketplace.

Compensation System and Structure for a Retail Home Décor Department Manager

Every employee is a valuable asset to our company and to ensure retain our assets we need to make sure they treated as such. Compensation is what empowers us to do so. It is a powerful tool that allows us to remain competitive and gaining the interest of top talent and talent within. Our Compensation System is built off of six key factors: Job Analysis, Job Description, Performance Management, Pay Structures, Salary Surveys, and Policies and Regulations. Within the document, Job Analysis, Job Description, and Performance Management have already been detailed. As Policies and Regulations are its own document.

The traditional pay grade system gives us the standard base pay for the employee. Each grade contains a minimum salary and increases as the grade does. To make sure our company is paying our employees a fair salary, we will make use of Salary Surveys. These surveys will be taken from multiple sources to inform us of the average salary for the position or similar positions, cost of living, inflation, and how that salary is budgeted on average.

We have determined that the Home Décor Manager position is at a pay grade level 4 of a salary between \$38,250-\$46,560 to be a fair rate. This has been determined through benchmarking within the industry, the cost of living within the state of Louisiana, and with our philosophy.

The company will offer the employee the opportunity to be rewarded for their loyalty to the company and their productivity while the employee can feel secured and further their commitment to the company by providing direct, indirect, and non-financial compensation.

Providing these opportunities and benefits can boost morale and retain top or emerging talent within the company.

Direct compensation would be incentivized with annual bonuses, profit sharing, and stock options. Every year during Performance Appraisals, the home décor manager can be rewarded with an increase to their salary based off of their performance and seniority. This can be subject to change based off the company's given resources, goals, and needs. Indirect compensation is through our selection of benefits from medical to dental insurance and more. These will be listed later in detail.

Non-financial compensation will be expressed through a number of options. Below are some options a Store Manager or District Manager can utilize.

- Team leadership opportunities
- Paid training
- Recognition
- Flex-time scheduling
- Gym Membership Discounts
- Mentoring programs for career advancement

With technology and demand constantly changing, our company must adapt and be prepared to make changes with the Compensation System. By monitoring our employee feedback in tandem with Salary Surveys, we will be able to adjust accordingly to ensure we stay competitive and maintain fair pay.

Benefits of a Retail Home Décor Department Manager

Our organization aims to provide its current and prospective employees with a diverse and substantive benefits package reflecting the philosophy of taking care of not only our shareholders but those who are closest to the customers, our employees. The provision of a competitive benefits package will enable our organization to retain and enlist highly skilled employees whilst cutting cost in contrast to offering a higher base compensation package. Our benefits package will abide by all legal requirements such as those set forth by the Family Medical Leave Act and the Affordable Care Act.

- 1) Medical Health Insurance
 - a) Eligibility 90 days from the initial date of hire
 - b) Sorted Group Plan
 - c) Full-time
 - i) Individual
 - ii) Family
 - d) Part-time
 - i) Individual
- 2) Flexible Spending Account
 - a) Eligibility 90 days from the initial date of hire
 - b) Up to \$1200
 - c) Covers uncovered healthcare costs (Copoly/Coinsurance etc.)
- 3) Employee Wellness Program
 - a) Smoking Cessation
 - b) Free Influenza vaccinations
 - c) Weight-loss program
 - i) Healthy weight bonus \$300
- 4) Disability Insurance
 - a) Immediate eligibility
 - b) Full time
 - i) Long term plan
 - (1) Twelve months
 - (2) Average wage pay
 - ii) Short term
 - (1) Three months
 - (2) Average wage pay

- c) Part time
 - i) Short term
 - (1) Three months
 - (2) Average wage pay
- 5) Tuition Reimbursement
 - a) One year eligibility period from date of hire
 - b) Business related curriculum
 - c) Up to \$6,000 per year and a maximum of \$24,000
 - i) Determined by both:
 - (1) Grade point average
 - (2) Financial need
- 6) Employee Share Purchase Plan
 - a) Eligibility 90 days from date of hire
 - b) Full time
 - i) 20% discount on the market value of the share at time of purchase
 - c) Part time
 - i) 10% discount on the market value of the share at time of purchase
- 7) Retirement Plans
 - a) Eligibility 90 days from date of hire
 - b) Roth 401K
 - c) Non-Roth 401K
 - d) Company match
 - i) 3% for first half
 - ii) 1.5% for second half
 - e) Vestment Schedule

Percent Vested	35%	70%	100%
Year	2	4	6

8) Sick Pay

- a) Immediate eligibility
- b) Paid on average compensation
- c) Hourly
 - i) Full-time
 - (1) Four hours per month
 - (2) Rollover
 - (3) Max of forty hours reserve, excess paid with biweekly wage
 - ii) Part-time
 - (1) Two hours per month
 - (2) Rollover
 - (3) Max of twenty hours reserve, excess paid with biweekly wage
- d) Salary
 - i) Full-time
 - (1) Three days per month
 - (2) No rollover
 - ii) Part-time
 - (1) Two days per month
 - (2) No rollover

9) Vacation Time

- a) Hourly
 - i) Eligibility one year from initial date of hire
 - ii) Paid Time off

Hours	20	25	30	35
Year	1	2	3	4+

b) Salary

- i) Eligibility one year from initial date of hire
- ii) Paid Time off

Days	7	9	12	14
Year	1	2	3	4+

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