

**OL 600 Milestone Two Guidelines and Rubric**

Performance Management: Employee and Labor Relations

**Overview:** For this milestone, due in **Module Five**, you will analyze HR strategic initiatives of employee and labor relations that positively impact organizational effectiveness. The three critical element focus on employee discipline, performance management, and employee and labor relations.

**Prompt:** First, read Chapters 8 and 14 in your text, the *Harvard Business Review* article [Discipline Without Punishment – At Last](#), and the [Grievance Procedures: What are the Steps Typically Found in a Grievance Procedure?](#) SHRM article.

Refer to the chapter readings and module resources to support your responses to each of the three critical elements below. Carefully read and address each critical element as written, using detailed and informative analysis that conveys critical thinking. The three critical element are aligned to the **organization** technical competency within the HR knowledge domain.

Specifically, the following **critical elements** must be addressed:

- **Employee Discipline:** Analyze punitive and nonpunitive disciplinary approaches, and explain their impacts on employee relations.
- **Performance Management:** Determine the elements of an effective performance management system, and explain how well the employer’s system meets organizational needs.
- **Employee and Labor Relations:** Determine the differences between union grievance procedures and nonunion complaint processes, and describe improvements that could be made to a nonunion complaint process.

Be sure to incorporate instructor feedback on this milestone into your final submission.

**Rubric**

**Guidelines for Submission:** This milestone must be submitted as a 3- to 4-page Word document with double spacing, 12-point Times New Roman font, and one-inch margins. Use the latest edition of the APA manual for formatting and citations.

Note that the grading rubric for this milestone submission is not identical to that of the final project. The Final Project Rubric will include an additional “Exemplary” category that provides guidance as to how you can go above and beyond “Proficient” in your final submission.

# Southern New Hampshire University

<b>Critical Elements</b>	<b>Proficient (100%)</b>	<b>Needs Improvement (70%)</b>	<b>Not Evident (0%)</b>	<b>Value</b>
<b>Employee Discipline</b>	Analyzes punitive and nonpunitive disciplinary approaches and explains their impacts on employee relations, using specific examples	Analyzes punitive and nonpunitive disciplinary approaches and explains their impacts on employee relations, using specific examples, but explanation is cursory or contains inaccuracies, or examples are inappropriate	Does not analyze punitive and nonpunitive disciplinary approaches	30
<b>Performance Management</b>	Determines the elements of an effective performance management system and explains how well the employer's system meets organizational needs, using specific examples	Determines the elements of an effective performance management system and explains how well the employer's system meets organizational needs, using specific examples, but explanation is cursory or contains inaccuracies, or examples are inappropriate	Does not determine the elements of an effective performance management system	30
<b>Employee and Labor Relations</b>	Determines the differences between union grievance procedures and nonunion complaint processes and describes improvements that could be made to a nonunion complaint process, using specific examples	Determines the differences between union grievance procedures and nonunion complaint processes and describes improvements that could be made to a nonunion complaint process, using specific examples, but description is cursory or contains inaccuracies, or examples are inappropriate	Does not determine the differences between union grievance procedures and nonunion complaint processes	30
<b>Articulation of Response</b>	Submission has no major errors related to citations, grammar, spelling, syntax, or organization	Submission has major errors related to citations, grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas	Submission has critical errors related to citations, grammar, spelling, syntax, or organization that prevent understanding of ideas	10
<b>Total</b>				<b>100%</b>