



# ORGCB/535 Competency 1 Assessment and Rubric

**Course Title:** People and Organizations

**Competency Assessment Title:** HR Design Decisions

## Assignment Directions

**Examine** Southwest's current HR practices, as reported in public sources. Download the [HR Design Decisions worksheet](#).

**Complete** the worksheet with your review and rationale of the elements listed below to decide where Southwest Airlines' HR practices fall.

- Employees as expenses vs. employees as assets
- Compensation below market, above market, or competitive
- Spontaneous training and development or planned training and development
- Specific job descriptions or general job descriptions
- External or internal recruitment, or both
- Limited socialization of new employees or extensive socialization
- Collective bargaining or individual bargaining

**Support** the analysis with evidence from sources on the web. Possible sources for information include but are not limited to:

- Organization website and associated websites
- Websites that specialize in company reviews and job postings
- Magazine and journal articles from the Internet or University Library

**Submit** your assignment.

## Competency Assessment Rubric

Assignment/Performance Criteria	Mastery 100%	Meets Expectations 85%	Not Met 0%
1. View of employees as expenses or assets (weight 14%)	Thoroughly analyzed SW Airlines' practice of viewing employees and thoroughly evaluated how well the practice is working (impact, effectiveness, and alignment) from a creative and innovative perspective.	Partially analyzed SW Airlines' practice of viewing employees and partially evaluated how well the practice is working (impact, effectiveness, and alignment).	Narrowly analyzed SW Airlines' practice of viewing employees and narrowly evaluated how well the practice is working (impact, effectiveness, and alignment) or no attempt was made to on examples of colleagues' behaviors in relation to HR competencies.
2. Compensation (weight 14%)	Thoroughly analyzed SW Airlines' compensation practice and thoroughly evaluated how well the compensation practice is working for SW Airlines (impact, effectiveness, and alignment) from a creative and innovative perspective.	Partially analyzed SW Airlines' compensation practice and partially evaluated how well the compensation practices is working for SW Airlines (impact, effectiveness, and alignment).	Narrowly analyzed SW Airlines' compensation practice and narrowly evaluated how well compensation practice is working for SW Airlines (impact, effectiveness, and alignment) or no attempt to analyze SW Airlines' practice of compensation was made.
3. Training and Development (weight 14%)	Thoroughly analyzed SW Airlines' training and development practice and thoroughly evaluated how well training and development practice is working for SW Airlines (impact, effectiveness, and alignment) from a creative and innovative perspective.	Partially analyzed SW Airlines' training and development practice and thoroughly evaluated how well training and development practice is working for SW Airlines (impact, effectiveness, and alignment).	Narrowly analyzed SW Airlines' training and development practice and narrowly evaluated how well training and development practice is working for SW Airlines (impact, effectiveness, and alignment) or no attempt to analyze SW Airlines' practice of training and development was made.
4. Job Descriptions (weight 15%)	Thoroughly analyzed SW Airlines' job description practice and thoroughly evaluated how well job description practice is working for SW Airlines (impact, effectiveness, and alignment) from a creative and innovative perspective.	Partially analyzed SW Airlines' job description practice and thoroughly evaluated how well job description practice is working for SW Airlines (impact, effectiveness, and alignment).	Narrowly analyzed SW Airlines' job description practice and narrowly evaluated how well job description practice is working for SW Airlines (impact, effectiveness, and alignment) or no attempt to analyze SW Airlines' practice of job descriptions was made.

Assignment/Performance Criteria	Mastery 100%	Meets Expectations 85%	Not Met 0%
5. Recruitment (weight 15%)	Thoroughly analyzed SW Airlines' recruitment practice and thoroughly evaluated how well recruitment practice is working for SW Airlines (impact, effectiveness, and alignment) from a creative and innovative perspective.	Partially analyzed SW Airlines' recruitment practice and thoroughly evaluated how well recruitment practice is working for SW Airlines (impact, effectiveness, and alignment).	Narrowly analyzed SW Airlines' recruitment practice and narrowly evaluated how well recruitment practice is working for SW Airlines (impact, effectiveness, and alignment) or no attempt to analyze SW Airlines' practice of recruitment was made.
6. Onboarding – Socialization of new employees (weight 14%)	Thoroughly analyzed SW Airlines' new employee onboarding practice and thoroughly evaluated how well new employee onboarding practice is working for SW Airlines (impact, effectiveness, and alignment) from a creative and innovative perspective.	Partially analyzed SW Airlines' new employee onboarding practice and thoroughly evaluated how well new employee onboarding practice is working for SW Airlines (impact, effectiveness, and alignment).	Narrowly analyzed SW Airlines' new employee onboarding practice and narrowly evaluated how well new employee onboarding practice is working for SW Airlines (impact, effectiveness, and alignment) or no attempt to analyze SW Airlines' practice of onboarding was made.
7. Bargaining (weight 14%)	Thoroughly analyzed SW Airlines bargaining practice and thoroughly evaluated how well bargaining practice is working for SW Airlines (impact, effectiveness, and alignment) from a creative and innovative perspective.	Partially analyzed SW Airlines bargaining practice and thoroughly evaluated how well bargaining practice is working for SW Airlines (impact, effectiveness, and alignment).	Narrowly analyzed SW Airlines bargaining practice and narrowly evaluated how well bargaining practice is working for SW Airlines (impact, effectiveness, and alignment) or no attempt to analyze SW Airlines' practice of bargaining was made.