

OL 600 Final Project Guidelines and Rubric

Overview

The final project for this course is the creation of a strategic HR plan. The final product represents an authentic demonstration of competency because it is important for HR professionals to gain management support and buy-in for HR involvement from a strategic perspective in the achievement of organizational goals. This assignment will involve creating a strategic plan that focuses on achieving goals that have influence across the organization. The project is divided into **three milestones**, which will be submitted at various points throughout the course to scaffold learning and ensure quality final submissions. These milestones will be submitted in **Modules Three, Five, and Seven**. The final product will be submitted in **Module Nine**.

In this assignment, you will demonstrate your mastery of the following course outcomes:

- Develop strategic human resource initiatives for supporting the recruitment and retention of qualified talent within an organization
- Formulate recommendations that support organizational effectiveness based on an analysis of internal elements
- Determine the impacts of external factors that influence an organization for mitigating risks
- Develop strategic approaches that incorporate relevant human resources behavioral competencies in addressing organizational issues

Prompt

For the final project, you will assume the role of an HR professional for an organization. You will apply technical and behavioral competencies to develop strategic HR initiatives across the organization. You will be required to support the organization's recommendations using data, specific examples, and detailed explanations of how these HR initiatives address organizational goals.

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

- I. **People:** In this section, you will develop strategic HR initiatives around acquiring and retaining qualified talent for an organization. Provide specific examples.
 - A. **Talent Acquisition:** Determine appropriate strategies for acquiring qualified talent, and explain how the strategies support organizational goals.
 - B. **Employee Engagement and Retention:** Determine appropriate employee engagement strategies and explain how this approach will increase retention.
 - C. **Learning and Development:** Determine learning and development opportunities aimed toward attracting and retaining qualified talent within the organization.
 - D. **Total Rewards:** Identify appropriate total rewards strategies to increase employee retention, and explain how these strategies support the goals of the organization.

- II. **Organization:** In this section, you will analyze employee and labor relations that positively impact organizational effectiveness. Provide specific examples.
 - A. **Employee Discipline:** Analyze punitive and nonpunitive disciplinary approaches, and explain their impacts on employee relations.
 - B. **Performance Management:** Determine the elements of an effective performance management system, and explain how well the employer's system meets organizational needs.
 - C. **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.
- III. **Workplace:** In this section, you will analyze external factors that influence organizational effectiveness while mitigating risk. Provide specific examples.
 - A. **Diversity and Inclusion:** Explain generational differences within the workplace, and describe appropriate strategies for managing a diverse workforce.
 - B. **Risk Management:** Determine appropriate proactive HR activities and policies for mitigating risk, and explain how these strategies can be used within the organization.
 - C. **Corporate Social Responsibility:** Describe HR's role in creating a culture of social responsibility within the organization and the organization's community.
 - D. **HR in the Global Context:** Determine appropriate strategies for properly preparing employees for an expatriate assignment, and explain how these approaches ensure ongoing engagement.
- IV. **Behavioral Competencies:** In this section, you will determine strategic HR initiatives that support people, organization, and workplace under the technical competency while selecting the most appropriate behavioral competencies. You must select at least one behavioral competency in addressing each domain (i.e., business, leadership, or interpersonal).
 - A. Determine HR initiatives that support the people technical competency and explain which behavioral competencies within the **business domain** are the most appropriate.
 - B. Determine HR initiatives that support the organization technical competency and explain which behavioral competencies within the **leadership domain** are the most appropriate.
 - C. Determine HR initiatives that support the workplace technical competency and explain which behavioral competencies within the **interpersonal domain** are the most appropriate.
 - D. Recommend strategic **HR initiatives** across the organization that utilize a combination of behavioral competencies, and explain why this is the most appropriate approach.

Milestones

Milestone One: Employee Engagement and Retention

In **Module Three**, you will analyze HR strategic engagement initiatives for attracting, retaining, and rewarding employees. The four critical element focus on talent acquisition, employee engagement and retention, learning and development, and total rewards. **This milestone will be graded with the Milestone One Rubric.**

Milestone Two: Performance Management: Employee and Labor Relations

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. **This milestone will be graded with the Milestone Two Rubric.**

Milestone Three: Global HR, Diversity, Risk Management, and Social Responsibility

In **Module Seven**, you will analyze HR strategic initiatives of managing HR globally, diversity and inclusion, risk management, and social corporate responsibility that impact an organization’s strategic goals. **This milestone will be graded with the Milestone Three Rubric.**

Final Submission: Strategic HR Plan

In **Module Nine**, you will submit your final project. It should address each of the four sections of the final project (People, Organization, Workplace, and Behavioral Competencies) that focus on HR initiatives that move across an organization. It should be a complete, polished artifact containing **all** of the critical elements of the final product. It should reflect the incorporation of feedback gained throughout the course. **This submission will be graded with the Final Project Rubric.**

Deliverables

Milestone	Deliverable	Module Due	Grading
One	Employee Engagement and Retention	Three	Graded separately; Final Project Milestone One Rubric
Two	Performance Management: Employee and Labor Relations	Five	Graded separately; Final Project Milestone Two Rubric
Three	Global HR, Diversity, Risk Management, and Social Responsibility	Seven	Graded separately; Final Project Milestone Three Rubric
	Final Submission: Strategic HR Plan	Nine	Graded separately; Final Project Rubric (this document)

Final Project Rubric

Guidelines for Submission: Your strategic HR plan must be 12 to 15 pages in length (plus a cover page and references). Use double spacing, 12-point Times New Roman font, and one-inch margins. You should use current APA style guidelines for your citations and reference list.

Critical Elements	Exemplary (100%)	Proficient (90%)	Needs Improvement (70%)	Not Evident (0%)	Value
People: Talent Acquisition	Meets “Proficient” criteria and examples demonstrate a complex grasp of how strategies for acquiring qualified talent support organizational goals	Determines appropriate strategies for acquiring qualified talent and explains how these strategies support organizational goals, using specific examples	Determines appropriate strategies for acquiring qualified talent and explains how these strategies support organizational goals, using specific examples, but explanation is cursory or contains inaccuracies, or examples are inappropriate	Does not determine appropriate strategies for acquiring qualified talent	6
People: Employee Engagement and Retention	Meets “Proficient” criteria and examples demonstrate a complex grasp of how employee engagement strategies will increase retention	Determines appropriate employee engagement strategies and explains how these approaches will increase retention, using specific examples	Determines appropriate employee engagement strategies and explains how these approaches will increase retention, using specific examples, but explanation is cursory or contains inaccuracies, or examples are inappropriate	Does not determine appropriate employee engagement strategies	6
People: Learning and Development	Meets “Proficient” criteria and examples demonstrate a complex grasp of learning and development opportunities aimed toward attracting and retaining qualified talent	Determines learning and development opportunities aimed toward attracting and retaining qualified talent within the organization, using specific examples	Determines learning and development opportunities aimed toward attracting and retaining qualified talent within the organization, using specific examples, but examples are inappropriate	Does not determine learning and development opportunities aimed toward attracting and retaining qualified talent	6
People: Total Rewards	Meets “Proficient” criteria and examples demonstrate a complex grasp of how total rewards strategies support the goals of an organization	Identifies appropriate total rewards strategies to increase employee retention and explains how these strategies support the goals of an organization, using specific examples	Identifies appropriate total rewards strategies to increase employee retention and explains how these strategies support the goals of an organization, using specific examples, but explanation is cursory or contains inaccuracies, or examples are inappropriate	Does not identify appropriate total rewards strategies to increase employee retention	6

Organization: Employee Discipline	Meets “Proficient” criteria and examples demonstrate a complex grasp of how punitive and nonpunitive disciplinary approaches impact employee relations	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	8
Organization: Performance Management	Meets “Proficient” criteria and examples demonstrate a complex grasp of how elements of an effective performance management system meet organizational needs	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	8
Organization: Employee and Labor Relations	Meets “Proficient” criteria and examples demonstrate a complex grasp of improvements that could be made to a nonunion complaint process	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	8
Workplace: Diversity and Inclusion	Meets “Proficient” criteria and examples provided demonstrate a complex grasp of appropriate strategies for managing a diverse workforce	Explains generational differences within the workplace and describes appropriate strategies for managing a diverse workforce, using specific examples	Explains generational differences within the workplace and describes appropriate strategies for managing a diverse workforce, using specific examples, but description is cursory or contains inaccuracies, or examples are inappropriate	Does not explain generational differences within the workplace	6

Workplace: Risk Management	Meets “Proficient” criteria and examples provided demonstrate a complex grasp of how HR activities and policies can be used within the organization to mitigate risk	Determines appropriate proactive HR activities and policies for mitigating risk and explains how these can be used within the organization, using specific examples	Determines appropriate proactive HR activities and policies for mitigating risk and explains how these can be used within the organization, using specific examples, but explanation is cursory or contains inaccuracies, or examples are inappropriate	Does not determine appropriate proactive HR activities and policies for mitigating risk	6
Workplace: Corporate Social Responsibility	Meets “Proficient” criteria and examples demonstrate a complex grasp of HR’s role in creating a culture of social responsibility within the organization and the organization’s community	Describes HR’s role in creating a culture of social responsibility within the organization and the organization’s community, using specific examples	Describes HR’s role in creating a culture of social responsibility within the organization and the organization’s community, using specific examples, but description is cursory or contains inaccuracies, or examples are inappropriate	Does not describe HR’s role in creating a culture of social responsibility within the organization and the organization’s community	6
Workplace: HR in the Global Context	Meets “Proficient” criteria and examples provided demonstrate a complex grasp of how proper employee preparation approaches ensure ongoing engagement	Determines appropriate strategies for properly preparing employees for an expatriate assignment and explains how these approaches ensure ongoing engagement, using specific examples	Determines appropriate strategies for properly preparing employees for an expatriate assignment and explains how these approaches ensure ongoing engagement, using specific examples, but explanation is cursory or contains inaccuracies, or examples are inappropriate	Does not determine appropriate strategies for properly preparing employees for an expatriate assignment	6
Behavioral Competencies: Business Domain	Meets “Proficient” criteria and explanation provided demonstrates a complex grasp of which behavioral competencies within the business domain are the most appropriate for supporting the people technical competency	Determines HR initiatives that support the people technical competency and explains which behavioral competencies within the business domain are the most appropriate	Determines HR initiatives that support people technical competency and explains which behavioral competencies within the business domain are the most appropriate, but explanation is cursory or contains inaccuracies	Does not determine HR initiatives that support the people technical competency	6

Behavioral Competencies: Leadership Domain	Meets “Proficient” criteria and explanation provided demonstrates a complex grasp of which behavioral competencies within the leadership domain are the most appropriate for supporting the organization technical competency	Determines HR initiatives that support the organization technical competency and explains which behavioral competencies within the leadership domain are the most appropriate	Determines HR initiatives that support the organization technical competency and explains which behavioral competencies within the leadership domain are the most appropriate, but explanation is cursory or contains inaccuracies	Does not determine HR initiatives that support the organization technical competency	6
Behavioral Competencies: Interpersonal Domain	Meets “Proficient” criteria and explanation provided demonstrates a complex grasp of which behavioral competencies within the interpersonal domain are the most appropriate for supporting the workplace technical competency	Determines HR initiatives that support the workplace technical competency and explains which behavioral competencies within the interpersonal domain are the most appropriate	Determines HR initiatives that support the workplace technical competency and explains which behavioral competencies within the interpersonal domain are the most appropriate, but explanation is cursory or contains inaccuracies	Does not determine HR initiatives that support the workplace technical competency	6
Behavioral Competencies: HR Initiatives	Meets “Proficient” criteria and explanation demonstrates a complex grasp of appropriate behavioral competencies for supporting recommended strategic HR initiatives	Recommends strategic HR initiatives across the organization that utilize a combination of behavioral competencies and explains why this is the most appropriate approach	Recommends strategic HR initiatives across the organization that utilize a combination of behavioral competencies and explains why this is the most appropriate approach, but explanation is cursory or illogical	Does not recommend strategic HR initiatives across the organization	6
Articulation of Response	Submission is free of errors related to citations, grammar, spelling, syntax, and organization and is presented in a professional and easy-to-read format	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	4
Total					100%