Assignment 4: People Management Scorecard
Due Week 9, Sunday, midnight of your time zone (Weight: 22%)

Introduction

A successful workforce strategy is rooted in the mission, vision, and major goals of the organization, and it impacts all parts of the employee lifecycle. In this final assignment, you will assess your organization on its workforce strategy and people management processes.

You will use the People Management Scorecard tool, provided in your course, to pull together your evaluation of the various components of people management across the organization. This tool enables you to make a well-structured and succinct evaluation of the state of people management and workforce strategy in your organization, and to develop relevant ideas for improvement in the weaker areas.

The areas you will assess are:

1. Alignment with Mission, Vision, and Goals

2. Hiring Process

3. Team Management and Diversity

4. Differentiation

5. Performance Reviews

6. Letting People Go

7. Coaching, Development, and Culture

Instructions

Prepare for this assignment by downloading the Scorecard tool, found in the **Assignment Information** folder for Week 9 of your course in Blackboard. Save the Scorecard file as a Word document, using your name and following the format shown below:

- *LastName_FirstName_JWI520_Scorecard.docx*
    - e.g. *Doe John_ JWI520_Scorecard.docx*

Using the organization where you currently work, or an organization with which you are familiar:

- Write your **Introductio**n in the first section of the Scorecard:
    - In this section, provide a brief description of your organization, including its products or services, industry sector, location, number of employees, etc. Provide a brief, high-level summary of the organization's current approach to people management and overall workforce strategy. This section must be no more than 300 words.

- Fill out all 7 sections in the Scorecard. Each section covers one component of people management or workforce strategy at your organization.

- For each item, complete all 3 columns:
  - Column 1: provide a score of A, B, or C for that area of people management
    (A = Excellent / B= Satisfactory / C = Poor)
  - Column 2: provide a brief rationale that clearly illustrates the reasons for your score
  - Column 3: provide an actionable recommendation to improve or maintain performance

- Write your **Recommendations Summary** in the final section of the Scorecard:
  - In this section, write a short synopsis or summary of all your change recommendations for the people management process. Explain how the various recommendations will work together to create significant improvements to the existing people management processes at your organization. This section must be no more than 300 words.

Formatting Requirements

- The assignment is typed and double-spaced, with a professional font (size 10 – 12)

- The assignment uses the Scorecard tool provided in the course and it is submitted in an MS Word document format

- Includes a Cover Page with the assignment title, your name, the professor's name, course title, and date

- Includes an Introduction section of no more than 300 words

- All sections of the Scorecard document are filled out

- Includes a Recommendations Summary section of no more than 300 words

- The assignment is written in a formal manner, with correct spelling and grammar

- References must be included and provide appropriate information that enables the reader to locate the original source. Application and analysis of course materials and resources are expected, and additional research is welcome.

NOTE: See the *JWMI Writing Standards Guide* for professional writing requirements for your assignments.

RUBRIC – Assignment 4: People Management Scorecard

CRITERIA	Unsatisfactory	Low Pass	Pass	High Pass	Honors
1. In your Introduction, describe the organization and summarize its current approach to people management. Weight: 10%	Does not describe the organization well, or does not clearly explain its current approach to people management.	Partially describes the organization, or partially explains its current approach to people management.	Writes a satisfactory description of the organization and its current approach to people management.	Writes a very good description of the organization and its current approach to people management.	Writes an excellent description of the organization and its current approach to people management.
2. Score each item as A, B, or C in the Scorecard. Provide a rationale for each score. Weight: 30%	Does not score most items, or does not provide a rationale for most scores.	Provides a score for some but not all items, or provides a rationale for some but not all of the scores.	Provides a score for all items. Provides a satisfactory rationale for all items.	Provides a score for all items. Provides a clear and thoughtful rationale for all items.	Provides a score for all items. Provides a thorough and excellent rationale for all items.
3. Provide an actionable recommendation for each item in the Scorecard. Weight: 30%	Does not provide an actionable recommendation for most items.	Provides an actionable recommendation for some but not all items.	Provides a satisfactory and actionable recommendation for all items.	Provides a well-formulated and actionable recommendation for all items.	Provides an excellent and actionable recommendation for all items.
4. Write a Recommendations Summary. Explain how the recommendations work together to improve people management. Weight: 20%	Does not write a recommendations summary, or does not explain how recommendations work together to improve people management.	Writes inadequate recommendations summary, or explains inadequate how recommendations work together to improve people management.	Writes adequate satisfactory recommendations summary, and explains clearly how recommendations work together to improve people management.	Writes a good, coherent recommendations summary, and explains well how recommendations work together to improve people management.	Writes an excellent recommendation summary, with an excellent explanation of how recommendation works together to improve people management.

| 5. Clarity, Logic, Writing Mechanics, Grammar, and Formatting.

Weight: 10 %	Multiple mechanical errors; text is difficult to understand; text does not flow; student fails to follow formatting instructions.	Mechanical errors make the text difficult to understand; text does not flow; student fails to support recommendations in a logical manner.	Some mechanical errors; text flow is satisfactory; student follows formatting instructions; recommendations are generally logical and well justified.	Few mechanical errors; text flows well and is formatted correctly; student supports recommendations in a logical and coherent manner.	Minimal minor mechanical errors; text flows very well and is formatted correctly; student supports recommendations in a logical and exemplary manner.