

Competency 1: Competency Assessment – HR Design Decisions

# Instructions

For each of these 7 HR design decisions, check the box for the choice that most matches where you think Southwest Human Resources falls. While the organization likely does not fall cleanly into one or the other extreme, pick the one that it more clearly resembles. Then, in the right-hand column, evaluate how well that choice works.

Items to consider, but not limited to, in your analysis include:

* The impact on company performance of the approach
* Effectiveness of the approach
* The impact on employee morale and engagement of the approach
* Alignment with the strategy of the approach

# Design Decisions

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| **Choices** | **Analysis of how well each choice works** |
| **View of employees** |  |
| Employees as expenses | Employees as assets |
| **Compensation** |  |
| Below market | Competitive | Above market |
| **Training and Development** |  |
| Spontaneous | Planned |
| **Job Descriptions** |  |
| Specific | General |
| **Recruitment** |  |
| External | Mixed | Internal |
| **Onboarding – Socialization of new employees** |  |
| Limited | Extensive |
| **Bargaining** |  |
| Collective | Individual |

# References