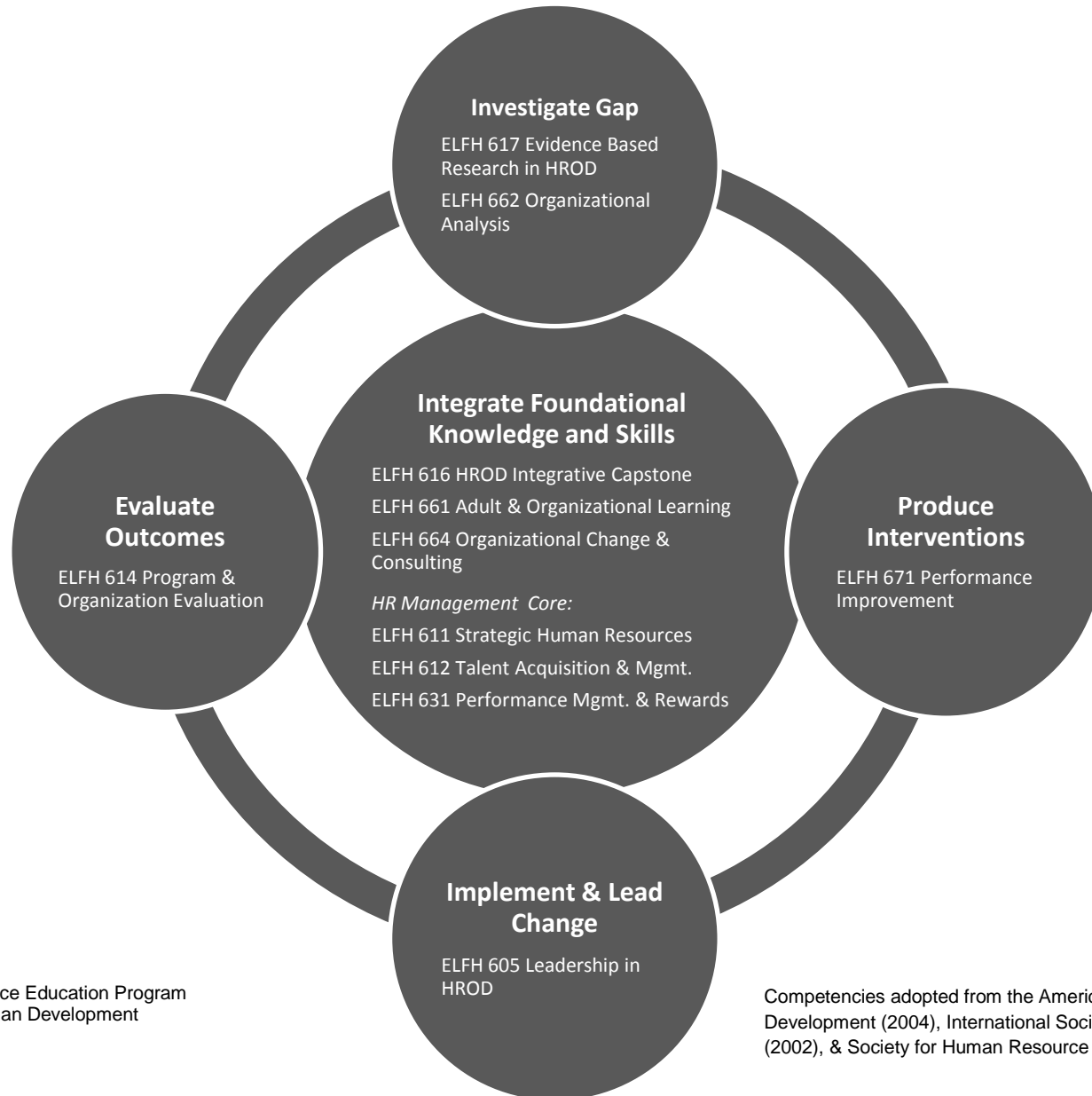


M.S. in Human Resources and Organization Development Human Resource Leadership Concentration Competency Map

*Preparing Professionals to Lead People, Performance,
Development, and Learning through Discovery and Critical Inquiry*



M.S. in Human Resources and Organization Development Human Resource Leadership Concentration Program Competencies

Program Purpose: To Prepare Professionals who Lead People, Performance, Development, and Learning through Discovery and Critical Inquiry

Program Goal 1: Investigate Gap

ELFH 617 Evidence Based Research in HROD,

ELFH 662 Organizational Analysis

- 1.1 Identify the environment and culture of the workgroup.
- 1.2 Analyze and interpret critical business issues and challenges.
- 1.3 Utilize evidence-based literature to guide inquiry.
- 1.4 Utilize appropriate inquiry methods.
- 1.5 Assess needs and opportunities.
- 1.6 Identify causal factors that limit performance.
- 1.7 Interpret results and make recommendations.

Program Goal 2: Produce Interventions

ELFH 671 Performance Improvement

- 2.1 Identify key attributes of a solution.
- 2.2 Utilize evidence-based literature in guiding the development of solutions.
- 2.3 Select and design context-sensitive interventions.
- 2.4 Utilize appropriate technologies.

Program Goal 3: Implement and Lead Change

ELFH 605 Leadership in HROD

- 3.1 Facilitate and manage group dynamics.
- 3.2 Utilize partnerships and collaborate.
- 3.3 Build trust.
- 3.4 Deploy the solution and manage change.
- 3.5 Provide constructive feedback.
- 3.6 Empower action through vision and commitment.

Program Goal 4: Evaluate Outcomes

ELFH 614 Program & Organization Evaluation

- 4.1 State outcomes and design a measurement strategy related to processes, programs, and systems.

4.2 Develop tools and guidelines for data collection and interpretation.

4.3 Monitor impact of performance improvement solutions.

4.4 Help clients evaluate and report the impact of the solution.

4.5 Identify continuous improvement opportunities throughout the evaluation process.

Program Goal 5: Integrate Foundational Knowledge and Skills

ELFH 611 Strategic Human Resources, ELFH 612 Talent Acquisition & Management, ELFH 616 HROD Integrative Capstone, ELFH 631 Performance Management & Rewards, ELFH 661 Adult & Organizational Learning, ELFH 664 Organizational Change & Consulting

5.1 Identify factors that impact individual/organizational learning and performance.

5.2 Collaborate and partner with stakeholders.

5.3 Utilize multiple perspectives to enhance innovation.

5.4 Appreciate and leverage capabilities and insights of all individuals.

5.5 Utilize different cultural perspectives to maximize learning and performance.

5.6 Implement the tactical and strategic roles of human resources across the organization.

Additional Competencies for HRM Core

5.7 Develop, implement, and evaluate global staffing strategies

5.8 Design and evaluate global compensation and benefits programs.

5.9 Design, implement, and enrich structures, programs, and processes to engage and develop a global workforce.

5.10 Design and implement valid, culturally appropriate performance management systems.

5.11 Utilize practices that enhance value by addressing employee needs and organizational risks.

Competencies adopted from the American Society for Training and Development (2004), International Society for Performance Improvement (2002), & Society for Human Resource Management (2007, 2010)