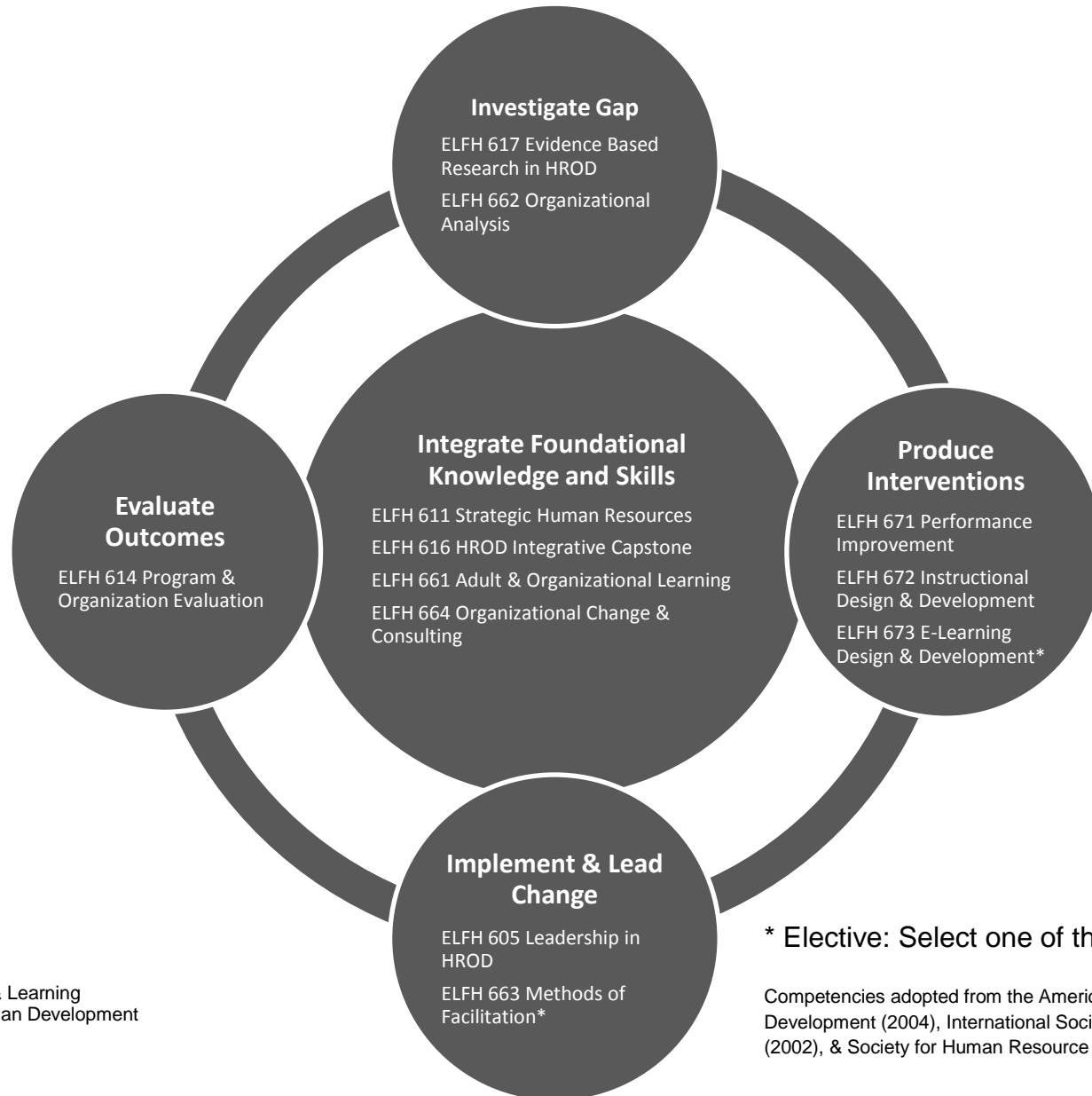


# M.S. in Human Resources and Organization Development Workplace Learning and Performance Concentration Competency Map

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



\* Elective: Select one of these courses

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

## **M.S. in Human Resources and Organization Development Workplace Learning and Performance Concentration Program Competencies**

Program Purpose: *To Prepare Professionals who Lead 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, ELFH 672 Instructional Design & Development, ELFH 673 E-Learning Design & Development\**

- 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, ELFH 663 Methods of Facilitation\**

- 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 616 HROD Integrative Capstone, 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.

\* Elective (choose 1)

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