

Program Portfolio

Demonstrating expertise in “Training and Performance Improvement”

Self Assessment for BS in Workforce Leadership: WLP Competencies (2004)

Complete this self assessment at the beginning and end of your program. Assess knowledge and skills related to the competencies that structure the Bachelor of Science in Workforce Leadership program. As you complete courses, save the Hallmark Assessments in LIVETEXT to form a portfolio of work.

In the final course, examine your portfolio and relate it to your learning of these competencies. Write a final Program Reflection Narrative, comparing the pre and post ratings of competencies and discussing your learning. The expectation is that the program will assist students to achieve the majority of competencies at Target Level and some standards at Acceptable Level. Retain this document for your Portfolio.

Name: _____ Student Number: _____	Use this column to assess your expertise at the <i>beginning</i> of this degree program in ELFH 300. Date: _____	Use this column to assess your expertise at the <i>conclusion</i> of this degree program in ELFH 540. Date: _____
<u>I ANALYZE PERFORMANCE</u> 1. Analyze needs & propose solutions Emphasized in ELFH 312	Rating ①= Needs Improvement ②③= Acceptable ④⑤= Target	Rating ①= Needs Improvement ②③= Acceptable ④⑤= Target
a. Gather information about client needs	① ② ③ ④ ⑤	① ② ③ ④ ⑤
b. Diagnose learning and performance issues	① ② ③ ④ ⑤	① ② ③ ④ ⑤
c. Generate multiple alternatives	① ② ③ ④ ⑤	① ② ③ ④ ⑤
d. Search for innovative solutions	① ② ③ ④ ⑤	① ② ③ ④ ⑤
e. Choose appropriate solutions	① ② ③ ④ ⑤	① ② ③ ④ ⑤
f. Recognize impact	① ② ③ ④ ⑤	① ② ③ ④ ⑤
g. Propose solution(s)	① ② ③ ④ ⑤	① ② ③ ④ ⑤
16. Design learning Emphasized in ELFH 312	Rating ①= Needs Improvement ②③= Acceptable ④⑤= Target	Rating ①= Needs Improvement ②③= Acceptable ④⑤= Target
a. Apply cognition and adult learning theory	① ② ③ ④ ⑤	① ② ③ ④ ⑤
b. Collaborate with withers	① ② ③ ④ ⑤	① ② ③ ④ ⑤
c. Conduct a needs assessment	① ② ③ ④ ⑤	① ② ③ ④ ⑤
d. Design a curriculum or program	① ② ③ ④ ⑤	① ② ③ ④ ⑤
e. Create designs or specifications for instructional material	① ② ③ ④ ⑤	① ② ③ ④ ⑤
f. Analyze and select technologies	① ② ③ ④ ⑤	① ② ③ ④ ⑤
g. Integrate technology options	① ② ③ ④ ⑤	① ② ③ ④ ⑤
h. Develop instructional materials	① ② ③ ④ ⑤	① ② ③ ④ ⑤
i. Evaluate learning design	① ② ③ ④ ⑤	① ② ③ ④ ⑤
j. Manage others	① ② ③ ④ ⑤	① ② ③ ④ ⑤
k. Manage and implement projects	① ② ③ ④ ⑤	① ② ③ ④ ⑤
5. Think strategically Emphasized in ELFH 411 -	Rating ①= Needs Improvement ②③= Acceptable ④⑤= Target	Rating ①= Needs Improvement ②③= Acceptable ④⑤= Target

a. Understand external factors impacting learning and performance	① ② ③ ④ ⑤	① ② ③ ④ ⑤
b. Understand the organizational context for learning and performance	① ② ③ ④ ⑤	① ② ③ ④ ⑤
c. Recognize and acts on emerging opportunities	① ② ③ ④ ⑤	① ② ③ ④ ⑤
d. Build strategic alignment	① ② ③ ④ ⑤	① ② ③ ④ ⑤
e. Develop learning and performance strategies	① ② ③ ④ ⑤	① ② ③ ④ ⑤
f. Operate from a systems perspective	① ② ③ ④ ⑤	① ② ③ ④ ⑤
6. Build trust Emphasized in ELFH 411	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target
a. Target improvement opportunities	① ② ③ ④ ⑤	① ② ③ ④ ⑤
b. Establish goals and objectives	① ② ③ ④ ⑤	① ② ③ ④ ⑤
c. Orchestrate effort to achieve results	① ② ③ ④ ⑤	① ② ③ ④ ⑤
d. Overcome obstacles	① ② ③ ④ ⑤	① ② ③ ④ ⑤
e. Provide courageous leadership	① ② ③ ④ ⑤	① ② ③ ④ ⑤
14. Coach Emphasized in ELFH 411	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target
a. Meet ethical guidelines and professional standards	① ② ③ ④ ⑤	① ② ③ ④ ⑤
b. Establish coaching agreement	① ② ③ ④ ⑤	① ② ③ ④ ⑤
c. Establish trust and intimacy with the client	① ② ③ ④ ⑤	① ② ③ ④ ⑤
d. Display coaching presence	① ② ③ ④ ⑤	① ② ③ ④ ⑤
e. Demonstrate active listening	① ② ③ ④ ⑤	① ② ③ ④ ⑤
f. Ask powerful questions	① ② ③ ④ ⑤	① ② ③ ④ ⑤
g. Use direct communication	① ② ③ ④ ⑤	① ② ③ ④ ⑤
h. Create awareness	① ② ③ ④ ⑤	① ② ③ ④ ⑤
i. Design actions	① ② ③ ④ ⑤	① ② ③ ④ ⑤
j. Develop goals and plans	① ② ③ ④ ⑤	① ② ③ ④ ⑤
k. Manage progress and accountability	① ② ③ ④ ⑤	① ② ③ ④ ⑤
18. Improve human performance Emphasized in ELFH 411	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target
a. Analyze systems	① ② ③ ④ ⑤	① ② ③ ④ ⑤
b. Conduct performance analysis	① ② ③ ④ ⑤	① ② ③ ④ ⑤
c. Conduct cause analysis	① ② ③ ④ ⑤	① ② ③ ④ ⑤
d. Gather data	① ② ③ ④ ⑤	① ② ③ ④ ⑤
e. Identify the customer	① ② ③ ④ ⑤	① ② ③ ④ ⑤
f. Incorporate customer/stakeholder needs	① ② ③ ④ ⑤	① ② ③ ④ ⑤
g. Select solutions	① ② ③ ④ ⑤	① ② ③ ④ ⑤
h. Manage and implements projects	① ② ③ ④ ⑤	① ② ③ ④ ⑤
i. Build and sustains relationships	① ② ③ ④ ⑤	① ② ③ ④ ⑤
j. Evaluate results against organizational goals	① ② ③ ④ ⑤	① ② ③ ④ ⑤
k. Monitor change	① ② ③ ④ ⑤	① ② ③ ④ ⑤
l. Use feedback skills	① ② ③ ④ ⑤	① ② ③ ④ ⑤
Mean Score for “Analyze Performance”	Pre	Post
<u>II DELIVER INTERVENTIONS</u>	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target
7. Communicate effectively Emphasized in ELFH 316		

a. Develop and deploy effective communication strategies	① ② ③ ④ ⑤	① ② ③ ④ ⑤
b. Deliver clear messages	① ② ③ ④ ⑤	① ② ③ ④ ⑤
c. Present with impact	① ② ③ ④ ⑤	① ② ③ ④ ⑤
d. Adjust message content and delivery	① ② ③ ④ ⑤	① ② ③ ④ ⑤
e. Demonstrate active listening	① ② ③ ④ ⑤	① ② ③ ④ ⑤
f. Invite dialogue	① ② ③ ④ ⑤	① ② ③ ④ ⑤
g. Create clear written communication	① ② ③ ④ ⑤	① ② ③ ④ ⑤
h. Master multiple communication methods	① ② ③ ④ ⑤	① ② ③ ④ ⑤
15. Deliver training Emphasized in ELFH 316	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target
a. Prepare for training delivery	① ② ③ ④ ⑤	① ② ③ ④ ⑤
b. Align learning solutions with course objectives and learner needs	① ② ③ ④ ⑤	① ② ③ ④ ⑤
c. Convey objectives	① ② ③ ④ ⑤	① ② ③ ④ ⑤
d. Deliver various learning methodologies	① ② ③ ④ ⑤	① ② ③ ④ ⑤
e. Facilitate learning	① ② ③ ④ ⑤	① ② ③ ④ ⑤
f. Encourage participation and builds learner motivation	① ② ③ ④ ⑤	① ② ③ ④ ⑤
g. Establish credibility as instructor	① ② ③ ④ ⑤	① ② ③ ④ ⑤
h. Manage the learning environment	① ② ③ ④ ⑤	① ② ③ ④ ⑤
i. Deliver constructive feedback	① ② ③ ④ ⑤	① ② ③ ④ ⑤
j. Create a positive learning climate	① ② ③ ④ ⑤	① ② ③ ④ ⑤
k. Ensure learning outcomes	① ② ③ ④ ⑤	① ② ③ ④ ⑤
l. Evaluate solutions	① ② ③ ④ ⑤	① ② ③ ④ ⑤
4. Plan & implement assignments Emphasized in ELFH 341	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target
a. Establish parameters and forecast outcomes	① ② ③ ④ ⑤	① ② ③ ④ ⑤
b. Use planning tools to create project plans	① ② ③ ④ ⑤	① ② ③ ④ ⑤
c. Manage budget	① ② ③ ④ ⑤	① ② ③ ④ ⑤
d. Determine tasks and resources	① ② ③ ④ ⑤	① ② ③ ④ ⑤
e. Plan for contingencies	① ② ③ ④ ⑤	① ② ③ ④ ⑤
f. Mobilize resources	① ② ③ ④ ⑤	① ② ③ ④ ⑤
g. Manage time	① ② ③ ④ ⑤	① ② ③ ④ ⑤
h. Track progress and ensure completion	① ② ③ ④ ⑤	① ② ③ ④ ⑤
9. Leverage Diversity Emphasized in ELFH 460	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target
a. Convey respect for different perspectives	① ② ③ ④ ⑤	① ② ③ ④ ⑤
b. Expand own awareness	① ② ③ ④ ⑤	① ② ③ ④ ⑤
c. Adapt behavior to accommodate others	① ② ③ ④ ⑤	① ② ③ ④ ⑤
d. Champion diversity	① ② ③ ④ ⑤	① ② ③ ④ ⑤
e. Leverage diverse contributions	① ② ③ ④ ⑤	① ② ③ ④ ⑤
f. Accommodate global differences	① ② ③ ④ ⑤	① ② ③ ④ ⑤
13. Career planning & talent management Emphasized in ELFH 460	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target

a. Create success profiles	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
b. Identify capability requirements	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
c. Coordinate succession planning	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
d. Implement individual and organizational assessments	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
e. Facilitate the career development planning process	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
f. Organize delivery of development resources	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
g. Initiate strategic development their people	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
h. Equip managers to develop their people	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
i. Promote high-performance workplace	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
j. Administer performance management systems	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
k. Conduct career counseling sessions	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
l. Facilitate career transitions	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
Mean Score for “Deliver Interventions”	Pre	Post
III EVALUATE AND CHANGE	Rating	Rating
21. Measure and evaluate Emphasized in ELFH 332	①①= Needs Improvement ②③= Acceptable ④⑤= Target	①①= Needs Improvement ②③= Acceptable ④⑤= Target
a. Identify customer expectations	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
b. Select or design appropriate strategies, research design, and measures	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
c. Communicate and gain support for the measurement and evaluation plan	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
d. Manage data collection	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
e. Analyze and interpret data	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
f. Report conclusions and make recommendations based on findings	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
10. Network and Partner Emphasized in ELFH 442	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target
a. Network with others	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
b. Benchmark and shares best practices	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
c. Establish common goals	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
d. Develop partnering relationships	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
e. Generate new collaborative possibilities	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
11. Demonstrate adaptability Emphasized in ELFH 442	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target
a. Seek to understand changes	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
b. Approach change positively	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
c. Remain open to different ideas and approaches	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
d. Adjust behavior	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
e. Adapt to handle implementation challenges	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
17. Facilitate organizational change Emphasized in ELFH 442	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target

a. Establish sponsorship and ownership for change	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
b. Create a contract for change	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
c. Conduct diagnostic assessments	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
d. Provide feedback	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
e. Facilitate strategic planning for change	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
f. Build involvement	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
g. Support the change intervention	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
h. Integrate change into organizational culture	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
i. Manage consequences	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
j. Evaluate change results	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
k. Model mastery of leading change	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
Mean Score for “Evaluate and Change”	Pre	Post
IV LEAD PERFORMANCE	Rating	Rating
2. Apply business acumen Emphasized in ELFH 490	①①= Needs Improvement ②③= Acceptable ④⑤= Target	①①= Needs Improvement ②③= Acceptable ④⑤= Target
a. Understand the business	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
b. Understand business operations	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
c. Apply financial data	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
d. Use business terminology to gain credibility	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
e. Recognize business priorities	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
f. Create a value proposition	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
g. Advance the learning and performance business agenda	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
3. Drive results Emphasized in ELFH 490	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target
f. Target improvement opportunities	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
g. Establish goals and objectives	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
h. Orchestrate effort to achieve results	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
i. Overcome obstacles	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
j. Provide courageous leadership	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
7. Influence stakeholders Emphasized in ELFH 490	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target
a. Analyze stakeholder perspectives	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
b. Establish a marketing strategy	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
c. Communicate a strong value proposition	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
d. Build energy and support	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
e. Gain commitment to the solution	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
20. Manage the learning function Emphasized in ELFH 490	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target

a. Establish a vision	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
b. Establish strategies	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
c. Implement action plans	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
d. Develop and monitor the budget	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
e. Manage staff	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
f. Model leadership in developing people	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
g. Manage external resources	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
h. Ensure compliance with legal, ethical, and regulatory requirements.	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
19. Manage organizational knowledge Emphasized in ELFH 577	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target
a. Champion knowledge management	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
b. Benchmark KM best practices and lessons learned	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
c. Create KM infrastructure	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
d. Leverage technology	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
e. Manage information life cycle	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
f. Encourage collaboration	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
g. Establish a knowledge culture	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
h. Design and implement KM solutions	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
i. Transform knowledge into learning	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
j. Evaluate KM success	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
Mean Score for "Lead Performance"	Pre	Post
V ORIENTATION AND EXIT 12. Model personal development Emphasized in EFLH 300, 540	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target	Rating ①①= Needs Improvement ②③= Acceptable ④⑤= Target
a. Model self-mastery in learning	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
b. Seek learning activities	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
c. Take risks in learning	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
d. Maximize learning opportunities	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
e. Apply new knowledge or skills	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
f. Maintain professional knowledge	① ① ② ③ ④ ⑤	① ① ② ③ ④ ⑤
Mean Score for "Orientation and Exit"	Pre	Post
Source: Bernthal, P.R., Colteryahn, K., Davis, PI, Naughton, J. Rothwell, W., Wellins, R. (2004). <i>ASTD Competency Study: Mapping the Future</i> . Arlington, VA: American Society for Training and Development Save the Hallmark Assessment project from each class in LIVETEXT to demonstrate learning on these competencies. In the Program Reflection Narrative, discuss changes in strengths and weaknesses for each set of standards.	Pre-Program Mean Scores Analysis _____ Intervention _____ Evaluation & Change _____ Lead Performance _____ Personal Development _____ Overall _____	Post Program Mean Scores Analysis _____ Intervention _____ Evaluation & Change _____ Lead Performance _____ Personal Development _____ Overall _____