

## Human and Organizational Resources

### Description:

The Human and Organizational Resources competency area includes knowledge, skills, and attitudes-dispositions used in the management of institutional human capital, financial, and physical resources. This area-competency area recognizes that student affairs professionals bring personal strengths and grow as managers through challenging themselves to build new skills in the selection, supervision, motivation, and formal evaluation of staff; conflict-resolution~~resolution of conflict~~; management of the politics of organizational discourse; and the effective application of strategies and techniques associated with financial resources, facilities management, fundraising, technology ~~use~~, crisis management, risk management and sustainable resources.

### One should be able to:

#### Basic

#### BLENDED

- Demonstrate effective stewardship/use of resources (i.e., financial, human, material)
- Describe campus protocols for responding to significant incidents and campus crises.
- Describe environmentally sensitive issues and explain how one's work can incorporate elements of sustainability.
- Use technological resources with respect to maximizing the efficiency and effectiveness of one's work.

#### Human capital development

- Describe ethical hiring techniques and institutional hiring policies, procedures and processes.
- Demonstrate familiarity in basic tenets of supervision and possible application of these supervision techniques.
- Explain how job descriptions are designed and support overall staffing patterns in one's work setting.
- Design a professional development plan that assesses one's current strengths and weaknesses, and establishes action items for fostering an appropriate pace of growth.
- Explain the application of introductory motivational techniques with students, staff and others.
- Describe the basic premises that underlie conflict in organizational and student life and the constructs utilized for facilitating conflict resolution in these settings.
- Develop and utilize appropriate meeting materials (e.g. agenda, notes/minutes).

	<ul style="list-style-type: none"> <li>• Communicate with others using effective verbal and non-verbal strategies appropriate to the situation <del>in both one-on-one and small group settings</del> <u>in ways that maximize personal preferences.</u></li> <li>• Recognize how networks in organizations play a role in how work gets accomplished.</li> <li>• Understand the <u>relational roles</u> <del>colleagues</del> <u>partners, allies, and adversaries</u> play in the completion of goals and work assignments.</li> <li>• Explain the basic tenets of personal or organizational risk and liability as they relate to one’s work.</li> <li>• <u>Providing constructive feedback in a timely manner.</u></li> <li>• Advocate for equitable hiring practices.</li> </ul> <p><b>Financial resource management</b></p> <ul style="list-style-type: none"> <li>• Articulate basic <u>institutional</u> accounting techniques for budgeting <u>as well as</u> monitoring and processing <u>revenue and</u> expenditures.</li> </ul> <p><b>Facilities management</b></p> <ul style="list-style-type: none"> <li>• <u>Effectively and appropriately use facilities management procedures as related to operating a facility or program in a facility.</u></li> <li>• <u>Demonstrate an understanding of how physical space impacts the institution’s educational mission.</u></li> <li>• <u>Understand the basic concepts of facilities management and institutional policies related to energy usage and environmental sustainability.</u></li> </ul>
<b>Intermediate</b>	<p><b>BLENDED</b></p> <ul style="list-style-type: none"> <li>• Effectively develop and manage <u>human resources</u>, facilities, policies, procedures, processes, and materials.</li> <li>• Construct unit’s operation to function in a <u>sustainable</u> fashion.</li> <li>• Explain the interaction and integration of campus crisis intervention systems (e.g. National Incident Management System, behavioral intervention teams, critical incident response teams).</li> <li>• Engage in policy and procedure development, implementation and decision-making that minimize risk to self, students, other constituents, and the institution.</li> <li>• Identify and allocate the technological needs of the unit; maintain a level of technical knowledge that allows one to effectively use existing technologies as well as to incorporate new emerging technologies as they may benefit one’s work.</li> </ul>

### **Human capital development**

- Implement strategies, interview protocols and decisions regarding staff [selection that adheres to institutional policy and meets organizational goals.](#)
- Develop recruitment and hiring strategies that increase individuals from under-represented groups to apply for positions.
- Demonstrate applications of appropriate **advanced** techniques (e.g. coaching, performance accountability) for supervising **diverse, satisfactory staff performances-a range of staff performance levels.**
- Identify the pros and cons of various staffing patterns, supporting job descriptions and work process configurations related to one's work setting.
- Assist and/or direct individuals to develop professional development plans that are appropriate for individual growth while also serving the current and future needs of the unit where one is employed.
- Apply a range of strategies available for motivating others.
- Resolve conflict within the unit and among unit members and others.
- Effectively manage and lead meetings through the use of agenda management strategies.
- Adapt to situationally-appropriate communication strategies that [challenge personal preferences effectively communicate with the community.](#)
- Communicate with others using effective verbal and non-verbal strategies appropriate to the situation ~~in~~ **large group settings.**
- Determine if the message (verbal and written) communicated is congruent with the desired outcome with the intended recipient or audience.
- Create and present materials for formal presentations in the work setting and for professional associations.
- Develop appropriate alliances with others as a means to efficiently and effectively complete work assignments; recognize how the formation of alliances can either enhance or detract from one's professional credibility or the use of teams.
- Advocate for advancement opportunities for staff.

### **Financial resource management**

- Implement advanced accounting techniques that include forecasting, efficient use of fiscal resources,

	<p>and interpretation of financial reports.</p> <ul style="list-style-type: none"> <li>Describe how various fundraising strategies <b>are</b> <u>should be</u> facilitated by student affairs professionals.</li> </ul> <p><b>Facilities management</b></p> <ul style="list-style-type: none"> <li><u>Assess the usage of various spaces to guide space-planning processes.</u></li> <li><u>Advocate for the needs of diverse populations through and regarding space management.</u></li> <li><u>Implement and coordinate sustainability efforts in a range of types of spaces.</u></li> </ul>
<b>Advanced</b>	<p><b>BLENDED</b></p> <ul style="list-style-type: none"> <li>Assess resources (people, space, financial, materials) in regard to institutional or divisional long-range planning and budget processes.</li> <li>Teach resource stewardship to others.</li> <li>Champion sustainability efforts within unit and across the organization, and facilitate institutional support for broadening sustainability efforts.</li> <li>Participate in developing, implementing, and assessing the effectiveness of the campus crisis management program.</li> <li>Effectively assess the level of individual and institutional risk and liability associated with programs and services offered; ensure that professionals are trained to deliver programs and services at the lowest level of risk possible.</li> </ul> <p><b>Human capital development</b></p> <ul style="list-style-type: none"> <li>Ensure that multiple identities are represented on every level of staff at the institution, especially those who are marginalized or underrepresented.</li> <li>Effectively intervene with employees in regard to morale, behavioral expectations, and conflict and performance issues.</li> <li>Evaluate the effectiveness of current staffing patterns and supporting job descriptions in regard to a unit's ability to effectively meet institutional, divisional, and unit mission and goals.</li> <li>Anticipate how future needs of students, the unit, or the division may affect staffing levels or structures and make proactive adjustments to meet those needs.</li> <li>Develop or lead professional development initiatives that regularly assess the strength and weakness of professionals and provide them with purposeful</li> </ul>

opportunities to advance their skills and knowledge.

- Implement strategies for motivating individuals and groups that are challenged with elements of campus life disengagement, apathy, or aspects of decline of morale.
- Manage conflict at a level of complexity where multiple entities are often in disagreement with each other and lead groups to effective and fair resolutions.
- Discern the pace in which technological advances should appropriately be incorporated into organizational life (with students, staff and other constituents).
- Assess the relationship between agenda management and the group dynamics that occur in meetings and how this relationship influences the realization of goals, the accomplishments of tasks, and any impacts on participants.
- Effectively speak on behalf of the institution with internal and external stakeholders (i.e., parents, prospective students, external organizations).
- Assess the level of complexity of networks established and use this information to determine the strengths of these networks and how these networks may benefit or detract from the mission and goals of the institution or the division.
- Assess the costs and benefits of current established political alliances, in particular, their relationships to fostering collaboration and organizational transparency.

#### **Financial resource management**

- Develop long-range budgets that creatively and ethically apply fiscal resources to the needs and priorities of the unit, division, or organization.
- Effectively implement fundraising initiatives that support divisional and institutional goals.
- Align evidence-based decision making strategies and planning with resource allocation and re-allocation.

#### **Facilities management**

- Lead cross-divisional teams engaged in facilities master planning processes spanning design, construction, and management of various types of spaces.