

**ACPA / NASPA Professional Competencies**  
**Longwood University Student Affairs Individual Self-Assessment:**  
**Human and Organizational Resource**

The **Human and Organizational Resource** competency area includes knowledge, skills, and attitudes used in the selection, supervision, motivation, and formal evaluation of staff; conflict resolution; 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. *On the left*, please rate your skill, ability, and knowledge regarding the outcomes. *On the right*, please indicate how important each outcome is to your current work.

Inadequate	Adequate	Good	Excellent		Not Important	Somewhat Important	Very Important	Essential
1	2	3	4	Describe appropriate hiring techniques and institutional hiring policies, procedures and processes.	1	2	3	4
1	2	3	4	Demonstrate familiarity in basic tenets of supervision and possible application of these supervision techniques.	1	2	3	4
1	2	3	4	Explain how job descriptions are designed and support overall staffing patterns in one's work setting.	1	2	3	4
1	2	3	4	Design a professional development plan in one's current professional position that assesses one's strengths and weaknesses in one's current position, and establishes action items for fostering an appropriate level of growth.	1	2	3	4
1	2	3	4	Explain the application of introductory motivational techniques with students, staff and others.	1	2	3	4
1	2	3	4	Describe the basic premises that underlie conflict in organizational and student life and the constructs utilized for facilitating conflict resolution in these settings.	1	2	3	4
1	2	3	4	Effectively and appropriately use facilities management procedures as related to operating a facility or program in a facility.	1	2	3	4
1	2	3	4	Articulate basic accounting techniques for budgeting, monitoring and processing expenditures.	1	2	3	4
1	2	3	4	Demonstrate effective stewardship/use of resources (i.e., financial, human, material).	1	2	3	4
1	2	3	4	Use technological resources with respect to maximizing the efficiency and effectiveness of one's work.	1	2	3	4
1	2	3	4	Describe environmentally sensitive issues and explain how one's work can incorporate elements of sustainability.	1	2	3	4
1	2	3	4	Develop and disseminate agendas for meetings.	1	2	3	4
1	2	3	4	Communicate with others using effective verbal and non-verbal strategies appropriate to the situation in both one-on-one and small group settings.	1	2	3	4
1	2	3	4	Recognize how networks in organizations play a role in how work gets done.	1	2	3	4
1	2	3	4	Understand the role alliances play in the completion of goals and work assignments.	1	2	3	4

1	2	3	4	Describe campus protocols for responding to significant incidents and campus crises.	1	2	3	4
1	2	3	4	Explain the basic tenets of personal or organizational risk and liability as they relate to one's work.	1	2	3	4
1	2	3	4	Implement appropriate and effective recruitment strategies, interview protocols and decisions regarding selection of staff.	1	2	3	4
1	2	3	4	Demonstrate applications of appropriate advanced techniques (i.e., coaching, performance accountability) for supervising unacceptable, marginal and exceptional staff performance.	1	2	3	4
1	2	3	4	Identify the pros and cons of various staffing patterns, supporting job descriptions and work process configurations related to one's work setting.	1	2	3	4
1	2	3	4	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.	1	2	3	4
1	2	3	4	Apply a range of strategies available for motivating others.	1	2	3	4
1	2	3	4	Resolve conflict within the unit and between members of the unit and others.	1	2	3	4
1	2	3	4	Effectively develop and manage facilities, policies, procedures, processes, human resources and materials.	1	2	3	4
1	2	3	4	Implement advanced accounting techniques that include forecasting, efficient use of fiscal resources, and interpretation of financial reports.	1	2	3	4
1	2	3	4	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.	1	2	3	4
1	2	3	4	Construct unit's operation to function in an environmentally aware fashion.	1	2	3	4
1	2	3	4	Describe how various fundraising strategies are facilitated by student affairs professionals.	1	2	3	4
1	2	3	4	Effectively manage and lead meetings through the use of agenda management strategies.	1	2	3	4
1	2	3	4	Communicate with others using effective verbal and non-verbal speaking strategies appropriate to the situation in one-on-one, small group settings, and large group settings.	1	2	3	4
1	2	3	4	Create and present materials for formal presentations in the work setting and for professional associations.	1	2	3	4
1	2	3	4	Explain the interaction and integration of campus crisis intervention systems (National Incident Management System, behavioral intervention teams, critical incident response teams).	1	2	3	4
1	2	3	4	Engage in policy and procedure development, implementation and decision-making that minimize risk to self, students, other constituents, and the institution.	1	2	3	4
1	2	3	4	Develop recruitment and hiring strategies that encourage individuals from under-represented groups to apply for positions.	1	2	3	4

1	2	3	4	Effectively intervene with employees in regard to morale, behavioral expectations, and conflict and performance issues.	1	2	3	4
1	2	3	4	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.	1	2	3	4
1	2	3	4	Anticipate how future needs of students, the unit, or the division may impact staffing levels or structures and make proactive adjustments to meet those needs.	1	2	3	4
1	2	3	4	Develop or lead professional development initiatives that regularly assess the strength and weakness of professionals in the division and provide them with purposeful opportunities to advance their skills and knowledge.	1	2	3	4
1	2	3	4	Implement strategies for motivating individuals and groups that are challenged with elements of campus life disengagement, apathy, or aspects of decline of morale.	1	2	3	4
1	2	3	4	Manage conflict at a level of complexity where multiple entities are often at odds with each other and lead groups to effective and fair resolutions.	1	2	3	4
1	2	3	4	Assess facilities and resources (people, space, materials) in regard to institutional or divisional long-range planning and budget processes.	1	2	3	4
1	2	3	4	Develop long-range budgets that creatively and ethically apply fiscal resources to the needs and priorities of the unit, division, or organization.	1	2	3	4
1	2	3	4	Teach resource stewardship to others.	1	2	3	4
1	2	3	4	Discern the pace in which technological advances should appropriately be incorporated into organizational life (with students, staff and other constituents)	1	2	3	4
1	2	3	4	Champion sustainability efforts within unit and across the organization, and facilitate institutional support for broadening sustainability efforts.	1	2	3	4
1	2	3	4	Effectively implement fundraising initiatives that support divisional and institutional goals.	1	2	3	4
1	2	3	4	Align evidence-based decision making strategies and planning with resource allocation and re-allocation.	1	2	3	4
1	2	3	4	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.	1	2	3	4
1	2	3	4	Effectively speak on behalf of the institution with internal and external constituents (i.e., parents, prospective students, external organizations).	1	2	3	4
1	2	3	4	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.	1	2	3	4
1	2	3	4	Assess the costs and benefits of current established political alliances, in particular, their relationships to fostering collaboration and organizational transparency.	1	2	3	4

1	2	3	4	Participate in developing, implementing, and assessing the effectiveness of the campus crisis management program.	1	2	3	4
1	2	3	4	Effectively assess the level of individual and institutional risk and liability associated with programs and services offered; insure that professionals are trained to deliver programs and services at the lowest level of risk possible.	1	2	3	4
				«««Calculate Sub-Totals for each column»»»				
<p>Total for all columns on left ____ ÷ 53 = ____ (Average for Skill, Ability &amp; Knowledge)</p> <p>Total for all columns on right ____ ÷ 53 = ____ (Average for Importance)</p>								
<p><b>Competencies considered to be areas of strength:</b></p>								
<p><b>Competencies most needing improvement:</b></p>								
<p><b>Plan for Improvement:</b></p>								

\*The language for each outcome was taken from the 2010 ACPA/NASPA Professional Competencies Areas for Student Affairs Practitioners and the Individual Self-Assessments were adapted for use by the Student Affairs Division at Longwood University in 2010.