

Organizational and Human Resources: A Reflective Self-Assessment

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## **Organizational and Human Resources**

The ACPA& NASPA Professional Competencies rubric describes organizational and human resources competency as individual's ability to build new skills and develop effective strategies in managing staff, financial resources, conflict resolution, and facilitating risk and crisis within an organization (2015). This competency is categorized into seven components including assessing, advocacy, and networking, skill development, hiring, staffing, supervision, communication, conflict, crisis management, and technology (ACPA&NASPA, 2015). The organizational and human resources competency emphasizes individuals' skills and abilities to create professional development plans, design job descriptions, provide constructive feedback, and motivate those who are struggling in navigating campus life (ACPA&NASPA, 2015). The ability to manage conflict, supervise others, handle campus crisis, and monitor revenue, and financial reports are considered as the cornerstones of this competency (ACPA&NASPA, 2015). However, I have not practiced these seven components in my work yet, but I built a foundational level of human resources functional area, work structure, and gained crucial skills throughout my experiences working with a variety of organizations in Afghanistan and in the U.S.

### **Artifact #1: Skills Development in Organizational and Human Resources**

Before coming to the U.S, I developed a deep understanding of Human Resources work scope and procedures by working as an HR Intern with DAI-SHAHR nonprofit organization in Balkh, Afghanistan. My experience working with human resources development has increased my knowledge of the work structure in human resources departments. Timesheets and organizing applications were two main parts of my role as an HR Intern. Throughout working collaboratively with a team of four other HR interns, I advanced teaming skills and built relationships with my colleagues. In addition, working with Aga Khan Agency for Habitat

(AKAH) has provided me with an opportunity to handle all aspects of the Human resource development. In this role, I provided safeguarding training to enhance employees' understanding of the workplace culture and policies. In addition, I monitored and recorded employee annual and sick leave. I also managed to keep track of the application portal, posted job announcements with internal and external websites. I cultivated leadership, organizational, change management, and abilities to manage change, conflict, and crisis within an organization throughout my time working with this organization.

Beyond that, my internship with the Human Resources department at Lawrence Public Schools (USD 497) and my experience working with the KU Memorial Union, Human Resources department has been beneficial to me in a way that I developed a deep understanding of the organizational and human resources management framework in the U.S workplace. I started my internship with the Lawrence Public Schools (USD 497) as part of my independent studies class in Leadership. Throughout my internship, I had an opportunity to work closely with Human Resources Professionals. This experience has enabled me to build my relationship and equipped me with the skills and confidence to be able to work in this field. A significant portion of my responsibilities were to communicate with the candidates in relation to their application and facilitated interviews, reviewed job descriptions, and emailed offer letters to each candidate. These experiences have helped me develop skills in interpersonal communication, employee relations building, time management, and organization.

### **Artifact#2: Development in Hiring and Staffing Skills**

Although I had prior experience in recruitment, my role as Human Resources Assistant with the KU Memorial Union further enriched my knowledge and exposed me to the U.S. hiring practices and work culture. This experience allowed me to not only develop a deep

understanding of the institution's HR policies and procedures but also expand my networking with professionals working across campus. Most of my personal growth in staffing and hiring comes from all the projects I completed in my role as a human resource assistant. In this job, I oversaw onboarding, tracked applicants, designed, and present orientation training for newly hired employees. Further, I supervised two HR interns within the department. In addition, through presenting HR manual and workplace policies to employees, I improved employee awareness of the workplace culture. According to ACPA& NASPA (2015) Professional Competency Rubrics, understanding the importance of ethical and fair recruitment is crucial to onboard a diverse group of employees in an organization. By working in the HR department, I learned about Title VII of the Civil Rights Act to prohibits employers from discrimination in hiring based on race, color, religion, or sex.

ACPA&NASPA Professional Competency Rubrics highlights having knowledge of the federal and state laws in helping employers design, plan and implement inclusive policies in the workplace (2015). In addition, commitment to diversity and equity is significantly important in creating a welcoming workplace for employees. Within HR departments, I worked alongside my colleagues to support these efforts by developing Diversity, Equity, and Inclusion practices in recruitment of student-workers, part-time and full-time employees. Beyond that, my involvement in onboarding, hiring, and recruiting increased my knowledge of Labor Law, Family and Medical Act Rights, and different types of PTO (Paid-Time Off).

### **Artifact #3: Human Resources Technology Skills**

Working with different organizations helped me learn new technologies and software that were used in Human Resources development. As ACPA & NASPA Professional Competency Rubrics focuses on the individual's ability to adapt to new technologies and value innovation,

learning new technologies was one of the greatest strengths I developed during my working with Human Resources management departments. For instance, within the Kansas Memorial Union, Human Resources departments, I learned to use ADP software to keep employee records, track their hours, and manage the payroll. Additionally, as I supervised two HR interns in this job, I was able to teach them the usage of ADP software. Later in my job, the HR department shifted from ADP to Paycom, as new software was designed to do new hire onboarding and recruitment. In the current world, businesses are constantly changing and adapting to new technologies to meet market demands. My ability to learn and easily adapt to new technology is developed through working with this organization. Further, by taking on different projects, I accumulated knowledge and skills in HR software, such as PeopleHR, Applicant Tracking System, Human Resources Information System, and Automatic Data Processing.

According to ACPA&NASPA Professional Competency Rubrics (2015), using existing technology and integrating it effectively to enhance work efficiency is essential for student affairs professionals. My work experiences have given me the opportunity to expose myself to an environment where I could gain these skills that are beneficial in my future career. Currently, I am taking online classes that help me develop my knowledge and skills in ethical usage of Artificial Intelligence in the workplace. Lately, I have been working closely with the engagement team to find new ways of using Artificial Intelligence in designing orientation plans that meet the specific needs of international students. As a member of hiring committee, I was also involved in hiring and recruiting 10-15 Orientation Leaders's for the Fall, 2025 International Student Orientation. Through this experience, I learned about the Human Resources job portal and different ways to receive new applicants. These experiences enabled me to further develop

technological skills emphasized by ACPA&NASPA through using digital tools to improve work efficiency (2015).

#### **Artifact #4: Organizational Change and Crisis Management**

Crisis and risk management are essential components of the organizational and human resources competencies. ACPA&NASPA Professional Competency Rubrics describes this section as understanding and being able to take part in “developing, implementing, and assessing the effectiveness of campus crisis management program” (ACPA& NASPA, 2015, P.24). I believe my master’s coursework and my experiences working within organizations have helped me understand the concepts of change and risk management and enabled me to manage change and risk in my personal and professional life. For instance, for my elective course, I took the PFS 823, Organizational Change and Communication class which was focused on the topics of change management and communication. Throughout this course, I explored the concepts of organizational change, types of change, different factors of influence change, and stakeholders. I was also engaged in a meaningful discussion on understanding change dynamics within an organization and being able to communicate change effectively with employees.

In addition, as part of my class project, I delivered a presentation and led a discussion about organizational resilience and using information and communication technologies to rebuild communication structures in times of crisis. This assignment has increased my knowledge of organizational resilience and how leaders can use information and communication technologies to communicate effectively and support customers. Moreover, my final project on the importance of transparent communication during organizational restructuring was based on the insights gained after my interview with two higher educational administrators. In the higher education industry, change is inevitable. Departments constantly change their policies, structures, and

cultures due to many reasons including external pressures, budget constraints, and adapting to new technologies. Even though these changes can be beneficial, it also creates challenges and chaos for employees. In my final project, I researched the relationship between change and transparent communication and how it influenced employees' engagement, productivity, and retention.

### **Conclusion**

Organization and human resources skills are significantly important in working as a professional in higher education and student affairs. My academic and professional experiences provided me with an opportunity to build a strong foundation of organization and human resources competencies outlined in ACPA&NASPA (2015) Professional Competencies Rubrics. Although, I'm continuing to develop in areas of supervision, strategic planning, resources management, stewardships and sustainability, my skills in hiring and staffing, technology, and organizational change and communication have strengthened my confidence and prepared me with the practical skills to be able to work in higher education and student affairs field in the future.

### **References**

ACPA—College Student Educators International, & NASPA—Student Affairs Administrators in Higher Education. (2015, October). ACPA/NASPA professional competencies rubrics. Authors.

