

# The ASHHRA HR

## ASHHRA Leaders Heard You

Over the past few years, ASHHRA members have expressed a desire to elevate their value and expand their influence within the profession of healthcare human resources by acquiring and aspiring to new levels of HR competencies. In response, ASHHRA formed the HR Leadership Initiative with two articulated goals:

- To identify the prerequisite core competencies for HR Leaders in healthcare
- To determine how ASHHRA could support current HR professionals in bridging the gap to reach these competencies.

### Reach Beyond the Expected

HR Leaders deliver successful programs and services that integrate the “people” side of healthcare with business organizational structure.

### Embrace New Learning

Constantly evolving healthcare demands change the job specifications for HR Leaders every day.

### Raise Your Voice

Human Resources connects employers and employees, and links both to customers and communities.

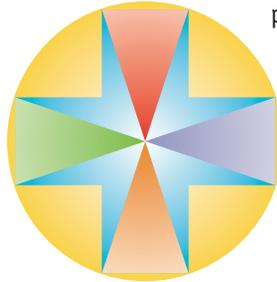
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# Leader Model

In the spring of 2005, ASHHRA introduced the HR Leader Model, composed of five competencies. The five-part model was constructed in a way to inspire and guide HR professionals to new levels of skills, knowledge, behaviors, and values.

Together, Healthcare Business Knowledge and HR Delivery comprise the solid knowledge base for leadership in healthcare HR. From that foundation springs Community Citizenship and People Strategies, areas in which HR Leaders can have a particular presence in healthcare organizations that value their employees, their patients, and their communities.

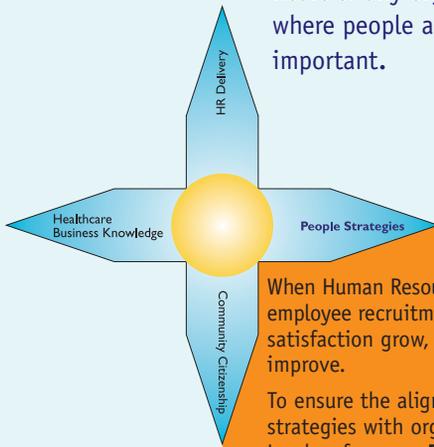


At the core of the model is Personal Leadership, the heart and soul of excellence, both personally and professionally. Personal Leadership demonstrates and promotes the values of an organization, its vision, mission, guiding principles, and culture, all of which are so necessary to achieve strategic business results.

The HR Leader Model design is based on the historical compass rose, which has appeared on the charts and maps of explorers since the 1300's. The HR Leader logo, a symbol in motion, depicts the unfolding of the leader journey and represents the process of integrating goals, visions, and dreams.

## Lead with Your Heart

Human Resources is at the heart of any organization where people are most important.



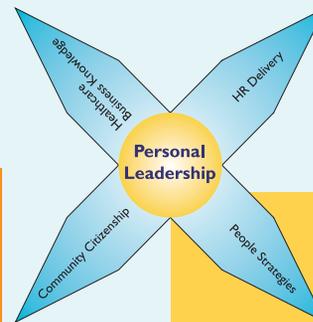
When Human Resources leads the way, employee recruitment, retention and satisfaction grow, and business results improve.

To ensure the alignment of business strategies with organizational culture, HR Leaders focus on **People Strategies** in order to:

- Capture the hearts and minds of their people – to create the desired culture
- Foster meaningful work that supports a high-performance environment and effective delivery of care
- Create operating models and structures that support the alignment of people, strategies and culture
- Develop value-based leaders who have the ability to create a shared vision that delivers results for the organization
- Attract and develop a diverse workforce that meets both the needs of patients and the community
- Ensure that their organizations have talent management and succession planning in place to sustain delivery of care

## Exemplify Excellence

As stewards of healthcare organizations, the responsibilities of HR Leaders extend beyond professional roles – demanding personal credibility above all.



More than any other group, Human Resources is better equipped to address issues of integrity such as ethics, honesty, accountability and business practices.

HR Leaders reflect **Personal Leadership** through integrity and courage when they:

- Champion the mission and vision of their organizations
- Display passionate dedication to the mission of healthcare, especially in the care of patients and families
- Inspire, influence and motivate others
- Build trust through collaboration and consultation with stakeholders within the organization
- Model transformational thinking and continuous improvement
- Focus on achieving exceptionally high standards and are accountable for the results
- Demonstrate self-awareness and self-motivation
- Champion continuous learning and self-growth
- Exhibit leadership through community service