

Board Performance Expectations, Responsibilities And Position Descriptions *ASHHRA Board of Directors*

Board Performance Expectations

Individuals are elected or appointed to the board to provide leadership and strategic direction and to represent the best interests of ASHHRA, its members and constituents.

For the board to achieve its highest level of effectiveness, each member must be able to:

- Commit personal and professional time and energy (preparing for board meetings and conference calls, email discussions, reviewing documents, managing projects and other board duties)
- Manage multiple priorities and meet deadlines
- Motivate, manage and communicate effectively with people
- Be knowledgeable of the profession, about the Society, its governance and bylaws
- Develop, embrace, execute, enforce and adhere to policies and procedures as developed by ASHHRA
- Present an image above reproach when representing ASHHRA and AHA
- Exemplify the highest ideals and professional standards
- Provide professional expertise to members and colleagues through product development, educational content and/or by contributing content for electronic or hardcopy publication
- Ability to think and plan on a strategic level.

Responsibilities of All Board Members

All ASHHRA Board members shall have the following basic responsibilities and commitments:

- To attend all board meetings and conference calls
- To provide written reports for meetings as requested by the President
- To attend the Annual Conference and all its related member activities and assist staff as requested
- To serve as a vital communication link between the board of directors and the grass roots members
- To assist as assigned, in establishing relationships with related health care organizations of similar interest and purpose as prescribed by the ASHHRA strategic plan
- To serve as a committee chair or liaison to the board for committees as assigned by the President
- To recruit new members and take measures to retain members, including contacting terminated members in an attempt to reinstate them
- To promote ASHHRA, its programs and services through promotion as well as through attendance and financial support
- To provide guidance and leadership to the staff
- To honestly and constructively evaluate the performance of their individual role as a board member, that of individual fellow board members and the performance of the board as a whole
- To have a working knowledge of and the ability to discuss ASHHRA bylaws and policies and procedures
- To attend affiliated society meetings as appropriate
- To provide input to the development of the ASHHRA Strategic and Business Plans
- To establish annual goals and objectives and provide ongoing monitoring and reporting to ensure success
- To serve as an advocate and ambassador for ASHHRA
- To assist in setting guiding principles for ASHHRA
- To serve as stewards of ASHHRA resources
- To assist in identifying funding sources and sponsors for the Annual Conference and other activities or programs as appropriate
- To provide input to and participate in the annual board orientation process
- To accept appointment as liaison to any health care organization at the request of the President

- To identify, nurture and mentor future leaders to assure leadership continuity at both the regional and national level.

Board Position Descriptions

Board members are responsible for overseeing the strategic plan and its execution, ensuring ASHHRA's Bylaws are adhered to. In order to fulfill your responsibilities, it will be necessary for you to work with other officers of the board. Below are the descriptions of each board position. Please note that ASHHRA may revise job descriptions according to circumstances related to the society's need.

- President*
- Vice President*
- Immediate Past President*
- Treasurer*
- At-Large, Acute Care Director (3)
- At-Large, Continuum of Care Director (2)
- At-Large Board Director
- Regional Director
- New to the Profession Director
- Health Care Facility CEO Director

* Indicates those who serve on the Executive Committee.

Linkage with the Membership

The ASHHRA board must develop and maintain healthy relationships with the membership, and, through linkages, help the society keep in touch with current issues in order to maintain or set strategic directions.

All board members must clearly understand that their role is to act in the broad best interest of the ASHHRA membership, supporting directions that serve all members and the health care human resources community at large. Board members should not act in a limited or representative role reflective of a given constituency with which you are or have been affiliated.

At the annual conference, ASHHRA's board is a hands-on group of leaders that dedicates its full time and attention to the ASHHRA membership. Each board member leads through their involvement and leadership during the many sessions and events. It is expected in return for a free conference registration that the ASHHRA Board Members attend all events including the board meeting, the pre-conference, general sessions, learning sessions, exhibit hall, and all social events. The ASHHRA membership supports the board and it is imperative that the membership dollars are invested wisely.

Position Descriptions for 2018 Board

President

The president serves as the champion of the ASHHRA mission, vision and guiding values. Through the president's leadership and strategic vision, the board and society will deliver value to members with a commitment to the health care community. The president develops relationships with internal and external audiences across all levels to develop future human resources and ASHHRA leaders. As a visionary leader committed to advancing the profession, the president is the primary communicator to the members and the health care human resources community.

Term of Office: One year

Summary of Job Responsibilities

- Leads the strategic planning process for the society, ensuring that all voices are heard through strategic policymaking discussions. In conjunction with the executive director, ensures that the strategic plan is clearly developed and implemented; communicated to the board, staff and members; and is subject to ongoing review and evolution as needed
- Presides at all board meetings and works with the executive director to develop agendas for those meetings
- Supports and explains all policies and programs adopted by the Board of Directors
- Presides over the annual conference and the Annual Chapter Leadership Workshop with the executive director, committee chairs, committee members and ASHHRA staff in preparation for those conferences
- Chairs the executive committee and manages issues and decisions that need to be discussed between regularly scheduled board meetings; calls special meetings of the executive committee and board as needed
- Works with the Executive Committee, executive director and the board to ensure that ASHHRA operates within its budget
- Works with the Executive Committee and the board to identify and encourage new and diverse leadership by appointing all chairs and members of committees and task forces and mentors new volunteer leaders; also establishes ad hoc committees and task forces as needed
- Works through the appropriate chain of accountability to delegate duties to members of the board, committees, task forces and the think tank
- Communicates effectively to the board, staff, committee and task force chairs and members about the Executive Committee and board activities
- Facilitates the board's decision-making process and fosters a spirit of teamwork
- Oversees the annual board member self-evaluation process
- Works with past presidents on special assignments for ad hoc committees and think tank opportunities/challenges
- Ensures effective transitions as board members become officers or as new members are appointed, including the delivery of training and orientation as well as ongoing board development
- Monitors the progress and effectiveness of ongoing programs and services and ensures that new programs and policies are aligned with the strategic plan as developed by the Board of Directors
- Directs the hiring process, in collaboration with AHA, for the executive director and evaluates the executive director annually; solicits feedback and participation from board members, and together with the board provides performance feedback annually
- Works closely with appropriate AHA personnel, including the vice president of the Personal Membership Groups, to advance the mission of ASHHRA and promote the goodwill of ASHHRA
- Collaborates with AHA personnel on matters relating to finance, marketing, and the sharing of resources; looks for opportunities to work with other societies within the AHA framework sharing best practices and health care knowledge
- Serves as a spokesperson for ASHHRA to its members, other stakeholders, the health care human resources profession as well as the health care community
- Responds in a timely manner to requests by the board, Executive Committee, ASHHRA staff, or to those tasks reasonably requested by the AHA or other partner organizations
- Collaborates with other organizations as deemed appropriate.

Responsibilities as ASHHRA Board of Directors member

- Serves as an advocate and ambassador for ASHHRA
- Works closely with fellow board members to provide input during the strategic planning process and approves the ASHHRA strategic plan
- Serves as a responsible steward of ASHHRA resources and ensures that those resources are allocated based on the strategic and operational objectives of the society
- Provides feedback in the selection and evaluation process of the executive director
- Ensures all activities are in compliance with the society's bylaws and conflict of interest guidelines
- Inspires others and nurtures leadership to promote professional growth
- Engages a diverse membership
- Attends all board meetings and the annual conference

- Participates on all board conference calls
- Conducts annual self-evaluation to determine the achievement of objectives and overall effectiveness as a board member
- Supports ASHHRA products, services and educational opportunities as an advocate, attendee and purchaser in line with the board member's financial resources
- Identifies appropriate relationships to promote vendor and partner collaboration
- Exemplifies personal leadership by actively participating and supporting board decisions; maintains the integrity and confidentiality of board business
- Serves on task forces and committees, as appropriate
- Models the ASHHRA HR Leadership Competencies
- Adheres to board performance criteria.

Selection Criteria

- Understands and models strategic leadership with expertise in the health care human resources field
- Demonstrates strong advocacy for health care and health care human resources issues
- Manages relationships at all levels with respect, caring and confidence
- Communicates with a variety of constituencies
- Embraces technology to deliver programs and communications
- Demonstrates business and financial acumen
- Demands open communication that increases the voices of all society members
- Displays track record of creative approaches to deliver service and solve problems
- Selects and analyzes relevant data in preparation for ongoing planning efforts
- Makes value-based decisions based on analyzed data
- Creates change through transformational thinking and action
- Responds to member needs through a commitment to service excellence
- Understands trends and/or issues in health care human resources management.

In addition, the president must:

- Be an ASHHRA member in good standing for a minimum of five (5) consecutive years ("Good standing" means that he/she has no outstanding debt or obligation to ASHHRA.)
- Have served as a board member, committee chair or chapter officer for a minimum of three (3) years
- Have demonstrated leadership abilities within ASHHRA
- Be Certified in Healthcare Human Resources (CHHR).

Vice President

The vice president supports the president, providing visionary leadership for the board and society and represents the board and the society in the president's absence. As preparation for his/her role as the next president, the vice president will model leadership behavior to support and motivate other board members, committee and task force chairs, members and ASHHRA staff. During his/her term, the vice president learns about the president's responsibilities and prepares for the transition to president.

Term of Office: One year

Summary of Job Responsibilities

- Performs the duties of the president whenever the president is unable to do so
- Works in partnership with the president to ensure that the strategic planning process involves all key ASHHRA constituencies
- In conjunction with the board, reviews and updates the strategic plan and develops the annual business plan for the following year

- Provides effective communication to the board, ASHHRA staff, committee and task force chairs, and ASHHRA members regarding all activities of the office
- Serves as an active and prepared member of the executive committee; attends meetings regularly; and contributes ideas, suggestions, and concerns to the agenda for executive committee calls and board meetings
- In collaboration with the Executive Committee, supports the hiring process of the executive director and provides performance feedback annually
- Prepares to appoint chairs of all committees and task forces for his/her term in office by identifying leaders with the required skill sets and expertise
- Models leader behavior and sets the tone for professional development for other board members
- Performs other duties as reasonably requested by the president or the Board of Directors.

Responsibilities as ASHHRA Board of Directors member

- Serves as an advocate and ambassador for ASHHRA
- Works closely with fellow board members to provide input during strategic planning process and approves the ASHHRA strategic plan
- Serves as a responsible steward of ASHHRA resources and ensures that ASHHRA resources are allocated based on the strategic and operational objectives of the society
- Provides feedback in the selection and evaluation process of the executive director
- Ensures all activities are in compliance with bylaws and conflict of Interest guidelines
- Inspires others and nurtures leadership to promote professional growth
- Engages a diverse membership
- Attends all board meetings and the annual conference
- Participates on all board conference calls
- Conducts annual self-evaluation to determine the achievement of objectives and overall effectiveness as a board member
- Supports ASHHRA products, services and educational opportunities as an advocate, attendee and purchaser in line with the board member's financial resources
- Identifies appropriate relationships to promote vendor and partner collaboration
- Exemplifies personal leadership by actively participating and supporting board decisions; maintains the integrity and confidentiality of board business
- Serves on task forces and committees, as appropriate
- Performs other duties as requested by the president
- Models the ASHHRA HR Leadership Competencies
- Adheres to board performance criteria.

Selection Criteria

- Understands and models strategic leadership with expertise in the health care human resources field
- Demonstrates strong advocacy for health care and health care human resources issues
- Manages relationships at all levels with respect, caring and confidence
- Communicates with a variety of constituencies
- Embraces technology to deliver programs and communications
- Demonstrates business and financial acumen
- Demands open communication that increases the voices of all society members
- Displays track record of creative approaches to deliver service and solve problems
- Selects and analyzes relevant data in preparation for ongoing planning efforts
- Makes value-based decisions based on analyzed data
- Creates change through transformational thinking and action
- Responds to member needs through a commitment to service excellence
- Understands trends/issues in health care human resource management.

In addition, the vice president must:

- Be an ASHHRA member in good standing for at least five (5) years. "Good standing" means that he/she has no outstanding debt or obligation to ASHHRA.

- Have served as a board member for at least two (2) years
 - Have demonstrated leadership abilities within ASHHRA
 - Be Certified in Healthcare Human Resources (CHHR) before becoming president.
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Immediate Past President

The immediate past president uses expertise in human resources leadership combined with past ASHHRA experience to serve as an actively engaged board member who provides context and experience for the board of directors. He/she serves as the liaison to past presidents of ASHHRA.

Term of Office: One year

Summary of Job Responsibilities

- Serves as chair of the Nominating Committee, leading the committee to assess current board composition, identify qualified candidates and develop a slate of candidates that meets the strategic needs of ASHHRA
- Works with the board and the executive director to ensure that the bylaws are updated and support the ASHHRA strategic and business plans
- Serves as parliamentarian ensuring that the board, Executive Committee and ASHHRA staff adheres to published bylaws, board resolutions and policies, and that all governance meetings are managed respectfully and professionally
- Serves as an active and prepared member of the Executive Committee; attends meetings regularly; and contributes ideas, suggestions, and concerns to the agenda for Executive Committee calls and board meetings
- In collaboration with the Executive Committee, supports the hiring process of the executive director and provides performance feedback annually
- Engages past presidents on initiatives as defined by the president.

Responsibilities as ASHHRA Board of Directors member

- Serves as an advocate and ambassador for ASHHRA
- Works closely with fellow board members to provide input during strategic planning process and approves the ASHHRA strategic plan
- Serves as a responsible steward of ASHHRA resources and ensures that ASHHRA resources are allocated based on the strategic and operational objectives of the society
- Provides feedback in the selection and evaluation process of the executive director
- Ensures all activities are in compliance with the society's bylaws and conflict of interest guidelines
- Inspires others and nurtures leadership to promote professional growth
- Engages a diverse membership
- Attends all board meetings and the annual conferences
- Participates on all board calls
- Conducts annual self-evaluation to determine the achievement of objectives and overall effectiveness as a board member
- Supports ASHHRA products, services and educational opportunities as an advocate, attendee and purchaser in line with the board member's financial resources
- Identifies appropriate relationships to promote vendor and partner collaboration
- Exemplifies personal leadership by actively participating and supporting board decisions; maintains the integrity and confidentiality of board business
- Serves on task forces and committees, as appropriate
- Performs other duties as requested by the president
- Models the ASHHRA HR Leader Competencies
- Adheres to board performance criteria.

Selection Criteria

- Previously served as ASHHRA President during last term on board (see criteria for president)
- Understands and models strategic leadership with expertise in the health care human resources field
- Demonstrates strong advocacy for health care and health care human resources issues
- Manages relationships at all levels with respect, caring and confidence
- Communicates with a variety of constituencies
- Embraces technology to deliver programs and communications
- Demonstrates business and financial acumen
- Demands open communication that increases the voice of all society members
- Displays track-record of creative approaches to deliver service and solve problems
- Selects and analyzes relevant data in preparation for ongoing planning efforts
- Makes value-based decisions based on analyzed data
- Creates change through transformational thinking and action
- Responds to member needs through a commitment to service excellence
- Understands trends and/or issues in health care human resources management
- Must be certified in Healthcare Human Resources (CHHR).

In addition, the immediate past president must be a current ASHHRA member in good standing. “Good standing” means that he/she has no outstanding debt or obligation to ASHHRA.

Treasurer

As the society’s financial advisor, the treasurer serves as a steward of ASHHRA resources by monitoring expenditures based on the ASHHRA strategic and operational plan. He/she engages other board members in discussions about ASHHRA financial resources to make values-based decisions on behalf of ASHHRA members in line with established budgetary guidelines.

Term of Office: Two years

Summary of Job Responsibilities

- Reviews the operational budget to ensure that it is aligned with the society’s strategic directions and key initiatives
- Provides advice and counsel to the president and the executive director on matters relating to the budget
- Attends Executive Committee meetings regularly and advises the Executive Committee on the society’s budget
- Presents detailed and current financial information at board and executive committee meetings and makes recommendations to review or revise budget allocations based on an analysis of the current budget and strategic initiatives of the society
- Works with the executive director to prepare for the AHA budgetary process, ensuring the board’s active involvement
- Participates actively in discussions relating to the society’s long-term financial planning; works with the board, the executive director and AHA representatives to draft business plans to request funding from the reserve account
- Meets with the executive director and AHA representatives, including the chief financial officer and members of his staff, to understand and monitor the current and future financial position of ASHHRA.

Responsibilities as ASHHRA Board of Directors member

- Serves as an advocate and ambassador for ASHHRA
- Works closely with fellow board members to provide input during the strategic planning process and approves the ASHHRA strategic plan

- Takes the leading role as the responsible steward of ASHHRA resources and ensures that those resources are allocated based on the strategic and operational objectives of the Society
- Provides feedback in the selection and evaluation process of the executive director
- Ensures all activities are in compliance with the society's bylaws and conflict of Interest guidelines
- Inspires others and nurtures leadership to promote professional growth
- Engages a diverse membership
- Attends all board meetings and the annual conference
- Participates on all board conference calls
- Conducts annual self-evaluation to determine the achievement of objectives and overall effectiveness as a board member
- Supports ASHHRA products, services and educational opportunities as an advocate, attendee and purchaser in line with the board member's financial resources
- Identifies appropriate relationships to promote vendor and partner collaboration
- Exemplifies personal leadership by actively participating and supporting board decisions; maintains the integrity and confidentiality of board business
- Serves on task forces and committees, as appropriate
- Performs other duties as requested by the president
- Models the ASHHRA HR Leader Competencies
- Adheres to board performance criteria.

Selection Criteria

- Active member whose primary function is as a health care human resources professional with direct authority for the management of a multi-million dollar budget
- Understands strategic financial management; displays expertise in reading financial statements; and communicates complicated financial and operational concepts in an effective manner
- Understands and models strategic leadership with expertise in the health care human resources field
- Demonstrates strong advocacy for health care and health care human resources issues
- Manages relationships at all levels with respect, caring and confidence
- Communicates with a variety of constituencies
- Embraces technology to deliver programs and communications
- Demonstrates strong business and financial acumen
- Demands open communication that increases the voice of all within the organization
- Displays track record of creative approaches to deliver service and solve problems
- Selects and analyzes relevant data in preparation for ongoing planning efforts
- Makes value-based decisions based on analyzed data
- Creates change through transformational thinking and action
- Responds to member needs through a commitment to service excellence
- Understands trends and/or issues in health care human resources management.

In addition, the treasurer must:

- Be an ASHHRA member in good standing for at least five (5) years ("Good standing" means that he/she has no outstanding debt or obligation to ASHHRA.)
- Have served as a board member, chapter officer and/or committee chair for a combined minimum of three (3) years
- Have demonstrated leadership abilities within ASHHRA
- Have or be actively pursuing to be Certified in Healthcare Human Resources (CHHR).

At-Large Director, Acute Care

The at-large board director, acute care, serves as the voice of members and non-members who work in hospital and health care systems by setting policies and direction for the organization and advocating for innovation in the health care human resources profession. There are three at-large board directors of acute care.

Term of Office: Two years

Summary of Job Responsibilities

- Understands the diverse needs of hospitals and health care systems and can translate that understanding into discussion of relevant ways to attract new members, provide programming for those audiences, and deliver value to them
- Solicits regular feedback from members and non–members on issues relating to health care and health care human resources
- Provides a unique perspective of the needs and concerns of human resources professionals in hospitals or health care systems through dialogue and discussion with the board and ASHHRA staff.

Responsibilities as ASHHRA Board of Directors Member

- Serves as an advocate and ambassador for ASHHRA
- Works closely with fellow board members to provide input during strategic planning process and approves the ASHHRA strategic plan
- Serves as a responsible steward of ASHHRA resources and ensures that ASHHRA resources are allocated based on the strategic and operational objectives of the society
- Provides feedback in the selection and evaluation process of the executive director
- Ensures all activities are in compliance with bylaws and conflict of Interest guidelines
- Inspires others and nurtures leadership to promote professional growth
- Engages a diverse membership
- Attends all board meetings, as well as the annual conference
- Participates on all board conference calls
- Conducts annual self-evaluation to determine the achievement of objectives and overall effectiveness as a board member
- Supports ASHHRA products, services and educational opportunities as an advocate, attendee and purchaser in line with the board member’s financial resources
- Identifies appropriate relationships to promote vendor and partner collaboration
- Exemplifies personal leadership by actively participating and supporting board decisions; maintains the integrity and confidentiality of Board business
- Serves on task forces and committees, as appropriate
- Performs other duties as requested by the president
- Models the ASHHRA HR Leader Competencies
- Adheres to board performance criteria.

Selection Criteria

- Currently serves as a human resources professional in a hospital or health care system
- Understands and models strategic leadership with expertise in the health care human resources field
- Demonstrates strong advocacy for health care and health care human resources issues
- Manages relationships at all levels with respect, caring and confidence
- Communicates with a variety of constituencies
- Embraces technology to deliver programs and communications
- Demonstrates business and financial acumen
- Demands open communication that increases the voice of all society members
- Displays track record of creative approaches to deliver service and solve problems
- Selects and analyzes relevant data in preparation for ongoing planning efforts
- Makes value-based decisions based on analyzed data
- Creates change through transformational thinking and action
- Responds to member needs through a commitment to service excellence
- Understands trends and/or issues in health care human resources management.

In addition:

- An at-large board director of acute care must be an ASHHRA member in good standing for a minimum of three (3) consecutive years (“Good standing” means that he/she has no outstanding debt or obligation to ASHHRA.)
 - Previous leadership experience on an ASHHRA committee or task force is desired for this position
 - As a part of board member eligibility, it is preferred that all ASHHRA Board members have their certification in health care human resources (CHHR).
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At-Large Director, Continuum of Care

The at-large director, continuum of care, serves as the voice of members and non-members who work in settings across the continuum of care to reflect the profession’s advances and future opportunities and responsibilities. He/she sets policies and direction for the organization and advocates for innovation in the health care human resources profession. There are two at-large continuum of care board directors.

Term of Office: Two years

Summary of Job Responsibilities

- Represents the human resource leaders in organizations across the continuum of care: rehabilitation care, palliative care, geriatric evaluation and management (GEM) care, psychogeriatric care, maintenance care, provider organizations
- Understands the needs of health care professionals that work beyond the acute care setting and translates that understanding into discussion of relevant ways to attract new members, provide programming for those audiences, and deliver value to them
- Solicits regular feedback from members and non-members on issues relating to health care and health care human resources
- Provides a unique perspective of the needs and concerns of human resources professionals in non-hospital health care settings through the community through dialogue and discussion with the board and ASHHRA staff.

Responsibilities as ASHHRA Board of Directors member

- Serves as an advocate and ambassador for ASHHRA
- Works closely with fellow board members to provide input during strategic planning process and approves the ASHHRA strategic plan
- Serves as a responsible steward of ASHHRA resources and ensures that ASHHRA resources are allocated based on the strategic and operational objectives of the society
- Provides feedback in the selection and evaluation process of the executive director
- Ensures all activities are in compliance with bylaws and conflict of Interest guidelines
- Inspires others and nurtures leadership to promote professional growth
- Engages a diverse membership
- Attends all board meetings as well as the annual conference
- Participates on all board conference calls
- Conducts annual self-evaluation to determine the achievement of objectives and overall effectiveness as a board member
- Supports ASHHRA products, services and educational opportunities as an advocate, attendee and purchaser in line with the board member’s financial resources
- Identifies appropriate relationships to promote vendor and partner collaboration
- Exemplifies personal leadership by actively participating and supporting board decisions; maintains the integrity and confidentiality of board business
- Serves on task forces and committees, as appropriate
- Performs other duties as requested by the president

- Models the ASHHRA HR Leader Competencies
- Adheres to board performance criteria.

Selection Criteria

- Currently serves as a human resources professional in a non-acute health care setting
- Understands and models strategic leadership with expertise in the health care human resources field
- Demonstrates strong advocacy for health care and health care human resources issues
- Manages relationships at all levels with respect, caring and confidence
- Communicates with a variety of constituencies
- Embraces technology to deliver programs and communications
- Demonstrates business and financial acumen
- Demands open communication that increases the voice of all society members
- Displays a track record of creative approaches to deliver service and solve problems
- Selects and analyzes relevant data in preparation for ongoing planning efforts
- Makes value-based decisions based on analyzed data
- Creates change through transformational thinking and action
- Responds to member needs through a commitment to service excellence
- Understands trends and issues in health care human resources management.

In addition:

- At-large director, continuum of care, must be an ASHHRA member in good standing (“Good standing” means that he/she has no outstanding debt or obligation to ASHHRA.)
- Although a certain number of years as an ASHHRA member are not required, it is preferred that a candidate for this position has been an ASHHRA member for at least three (3) years
- Previous leadership experience on an ASHHRA committee or task force is desired for this position
- As a part of board member eligibility, it is preferred that all ASHHRA Board members have their certification in health care human resources (CHHR).

At-Large Board Director *(new position as of 2016)*

The at-large board director serves as the voice of members and non-members who work in hospitals, health care systems or in an alternate setting across the continuum of care. Sets policies and direction for the organization and advocates for innovation in the health care human resources profession. There is one at-large board director.

Term of Office: Two years

Summary of Job Responsibilities

- Understands the diverse needs of hospitals and health care systems and can translate that understanding into discussion of relevant ways to attract new members, provide programming for those audiences, and deliver value to them
- Understands the needs of health care professionals that work outside the hospital or health care system setting and translates that understanding into discussion of relevant ways to attract new members, provide programming for those audiences, and deliver value to them
- Solicits regular feedback from members and non-members on issues relating to health care and health care human resources.

Responsibilities as ASHHRA Board of Directors Member

- Serves as an advocate and ambassador for ASHHRA
- Works closely with fellow board members to provide input during strategic planning process and approves the ASHHRA strategic plan

- Serves as a responsible steward of ASHHRA resources and ensures that ASHHRA resources are allocated based on the strategic and operational objectives of the society
- Provides feedback in the selection and evaluation process of the executive director
- Ensures all activities are in compliance with bylaws and conflict of Interest guidelines
- Inspires others and nurtures leadership to promote professional growth
- Engages a diverse membership
- Attends all board meetings, as well as the annual conference
- Participates on all board conference calls
- Conducts annual self-evaluation to determine the achievement of objectives and overall effectiveness as a board member
- Supports ASHHRA products, services and educational opportunities as an advocate, attendee and purchaser in line with the board member's financial resources
- Identifies appropriate relationships to promote vendor and partner collaboration
- Exemplifies personal leadership by actively participating and supporting board decisions; maintains the integrity and confidentiality of Board business
- Serves on task forces and committees, as appropriate
- Performs other duties as requested by the president
- Models the ASHHRA HR Leader Competencies
- Adheres to board performance criteria.

Selection Criteria

- Currently serves as a human resources professional in a hospital, health care system, non-acute health care setting or in organizations across the continuum of care (which may include, but is not limited to rehabilitation care, palliative care, geriatric evaluation and management (GEM) care, psychogeriatric care, maintenance care, provider organizations)
- Understands and models strategic leadership with expertise in the health care human resources field
- Demonstrates strong advocacy for health care and health care human resources issues
- Manages relationships at all levels with respect, caring and confidence
- Communicates with a variety of constituencies
- Embraces technology to deliver programs and communications
- Demonstrates business and financial acumen
- Demands open communication that increases the voice of all society members
- Displays track record of creative approaches to deliver service and solve problems
- Selects and analyzes relevant data in preparation for ongoing planning efforts
- Makes value-based decisions based on analyzed data
- Creates change through transformational thinking and action
- Responds to member needs through a commitment to service excellence
- Understands trends and/or issues in health care human resources management.

In addition:

- An at-large board director must be an ASHHRA member in good standing ("Good standing" means that he/she has no outstanding debt or obligation to ASHHRA.)
- Although a certain number of years as an ASHHRA member are not required, it is preferred that a candidate for this position has been an ASHHRA member for at least three (3) years
- Previous leadership experience on an ASHHRA committee or task force is desired for this position
- As a part of board member eligibility, it is preferred that all ASHHRA Board members have their certification in health care human resources (CHHR).

Regional Director

The regional director serves on board of directors as the liaison between the nine regional consultants and the board of directors. He/she serves members by setting policies and direction for the organization and advocates for innovation in the health care human resources profession.

Term of Office: Two years

Summary of Job Responsibilities

- Serves as chair of the Regional, Chapter & Member Services Committee that, in partnership with designated ASHHRA staff, develops programs for regional/local membership, and sets agendas for committee meetings
- Sets agendas for committee meetings that fulfill the annual goals of the committee
- Communicates effectively to the chapters and regional membership about the strategic direction of ASHHRA, the activities of the board and ASHHRA staff, and the benefits of continued ASHHRA membership
- Appoints Regional Nominating Committee chairpersons from within each region scheduled for election in that year. The regional director's selections for each chairperson will be made from recommendations submitted by the presidents of the chapters within the region, the regional consultant (if not running for a second term), or a member of the current Board of Directors.

Responsibilities as ASHHRA Board of Directors Member

- Serves as an advocate and ambassador for ASHHRA
- Works closely with fellow board members to provide input during strategic planning process and approves the ASHHRA strategic plan
- Serves as a responsible steward of ASHHRA resources and ensures that ASHHRA resources are allocated based on the strategic and operational objectives of the society
- Provides feedback in the selection and evaluation process of the executive director
- Ensures all activities are in compliance with bylaws and conflict of interest guidelines
- Inspires others and nurtures leadership to promote professional growth
- Engages a diverse membership
- Attends all board meetings as well as the annual conference
- Participates on all board calls
- Conducts annual self-evaluation to determine the achievement of objectives and overall effectiveness as a board member
- Supports ASHHRA products, services and educational opportunities as advocate, attendee and purchaser in line with the board member's financial resources
- Identifies appropriate relationships to promote vendor and partner collaboration
- Exemplifies personal leadership by actively participating and supporting board decisions; maintains the integrity and confidentiality of board business
- Serves on task forces and committees, as appropriate
- Models the ASHHRA HR Leader Competencies
- Performs other duties as requested by the president
- Adheres to board performance criteria.

Selection Criteria

- Must be current or former regional consultant (This includes any individual who has served as a regional board representative within the last four years)
- Understands and models strategic leadership with expertise in the health care human resources field
- Demonstrates strong advocacy for health care and health care human resources issues
- Manages relationships at all levels with respect, caring and confidence
- Communicates with a variety of constituencies
- Embraces technology to deliver programs and communications
- Demonstrates business and financial acumen

- Demands open communication that increases the voice of all within the organization
- Displays a track record of creative approaches to deliver service and solve problems
- Selects and analyzes relevant data in preparation for ongoing planning efforts
- Makes value-based decisions based on analyzed data
- Creates change through transformational thinking and action
- Responds to member needs through a commitment to service excellence
- Understands trends/issues in health care human resources management.

In addition, the regional director must be an ASHHRA member in good standing for a minimum of five (5) consecutive years or a chapter board member in the last four (4) years. "Good standing" means that he/she has no outstanding debt or obligation to ASHHRA.

As a part of board member eligibility, it is preferred that all ASHHRA Board members have their certification in health care human resources (CHHR).

New-to-the Profession Director

The new-to-the-profession director represents the interests of members who are new to the profession, as well as general membership, by setting policies and direction for the organization and advocates for innovation in the health care human resource profession. This position communicates to the board and ASHHRA staff relative to the challenges and needs of those new to the profession.

Term of Office: Two years

Summary of Job Responsibilities

- Solicits feedback from new professionals in the health care human resources community and shares that information with the board, committees and staff
- Communicates effectively to new human resources professionals the value of association with ASHHRA
- Sits on at least one ASHHRA board committee to represent the voice of those new to the profession. Committee assignment will be determined based on a discussion with the board president at the beginning of the board term
- Encourages participation in ASHHRA activities and volunteer opportunities by those new to the profession.

Responsibilities as ASHHRA Board of Directors member

- Serves as an advocate and ambassador for ASHHRA
- Works closely with fellow board members to provide input during strategic planning process and approves ASHHRA's strategic plan
- Serves as a responsible steward of ASHHRA resources and ensures that ASHHRA resources are allocated based on the strategic and operational objectives of the society
- Provides feedback in the selection and evaluation process of the executive director
- Ensures all activities are in compliance with bylaws and conflict of Interest guidelines
- Inspires others and nurtures leadership to promote professional growth
- Engages a diverse membership
- Attends all board meetings as well as the annual conference
- Participates on all board calls
- Conducts annual self-evaluation to determine the achievement of objectives and overall effectiveness as a board member
- Supports ASHHRA products, services and educational opportunities as advocate, attendee and purchaser in line with the board member's financial resources
- Identifies appropriate relationships to promote vendor and partner collaboration

- Exemplifies personal leadership by actively participating and supporting board decisions; maintains the integrity and confidentiality of board business
- Serves on task forces and committees, as appropriate
- Performs other duties as requested by the president
- Models ASHHRA's HR Leader Competencies
- Adheres to board performance criteria.

Selection Criteria

- Current practitioner in the health care human resources field for no more than five years
- Understands and models strategic leadership with expertise in the health care human resources field
- Demonstrates strong advocacy for health care and health care human resources issues
- Manages relationships at all levels with respect, caring and confidence
- Communicates with a variety of constituencies
- Embraces technology to deliver programs and communications
- Demonstrates business and financial acumen
- Demands open communication that increases the voice of all society members
- Displays a track record of creative approaches to deliver service and solve problems
- Selects and analyzes relevant data in preparation for ongoing planning efforts
- Makes value-based decisions based on analyzed data
- Creates change through transformational thinking and action
- Responds to member needs through a commitment to service excellence
- Understands trends and/or issues in health care human resources management.

In addition:

- The new-to-the-profession director must be an ASHHRA member in good standing for a minimum of two (2) consecutive years. "Good standing" means that he/she has no outstanding debt or obligation to ASHHRA.
- Previous leadership experience on an ASHHRA committee or task force is preferred for this position
- Must be a current practitioner in health care human resources no more than five years.

Health Care CEO Director

Appointed by the president, the CEO board director represents the voice of health care leadership and serves general membership by setting policies and direction for the organization and advocates for innovation in the health care human resource profession.

Term of Office: Two years

Summary of Job Responsibilities

- Communicates to the board the interests and challenges of the C-level suite as they relate to human resources and the business of health care
- Serves as a liaison with AHA and its executive leadership, representing the interests of ASHHRA members
- Shares insights and expertise on the health care industry with the board, committees, ASHHRA staff and members
- Advocates for human resources among peers at other health care institutions and raises the visibility of the profession and ASHHRA
- Explores collaborative opportunities with key partners leveraging senior executive experience and relationships.

Responsibilities as ASHHRA Board of Directors Member

- Serves as an advocate and ambassador for ASHHRA
- Works closely with fellow board members to provide input during strategic planning process and approves the ASHHRA strategic plan
- Serves as a responsible steward of ASHHRA resources and ensures that ASHHRA resources are allocated based on the strategic and operational objectives of the society
- Provides feedback in the selection and evaluation process of the executive director
- Ensures all activities are in compliance with the society's bylaws and conflict of interest guidelines
- Inspires others and nurtures leadership to promote professional growth
- Engages a diverse membership
- Attends all board meetings as well as the annual conference
- Participates on all board calls
- Supports ASHHRA products, services and educational opportunities as advocate, attendee and purchaser in line with the board member's financial resources
- Identifies appropriate relationships to promote vendor and partner collaboration
- Exemplifies personal leadership by actively participating and supporting board decisions; maintains the integrity and confidentiality of board business
- Serves on task forces and committees, as appropriate
- Performs other duties as requested by the president
- Models the ASHHRA HR Leader Competencies
- Adheres to board performance criteria.

Selection Criteria

- Expressed interest in the health care human resources field
- Demonstrated executive leadership in health care and a commitment to developing human resources leaders in the health care field
- Previous experience in human resources or management of that function is highly desired.