



A professional membership group of the
American Hospital Association

Board Member Position Descriptions

The ASHHRA Policies provide for a structure of leaders as listed below. Board members are responsible for overseeing the strategic plan and its execution, ensuring the ASHHRA Policies are adhered to. In order to fulfill their responsibilities, it will be necessary for board members to work with other members of the board. Below is a description of responsibilities and expectations for all board members, as well as descriptions specific for each board position. Please note that ASHHRA may revise job descriptions according to circumstances related to the society's need.

Summary of Responsibilities for ASHHRA Board Members

- 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.
- Ensures all activities are in compliance with the society's policies 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 Leader Competencies.
- Adheres to board performance criteria.

Selection Criteria for ASHHRA Board Members

- 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.
- Demonstrates 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.
- Be a practitioner member currently in compliance with Section 5.1 of ASHHRA's Policies & Procedures.

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 who serve in the health care HR 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 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.
- 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.
- Supports and explains all policies and programs adopted by the board.
- Presides over the annual conference and the Chapter Leadership Workshop. Works with the executive director, committee chairs, committee members, and ASHHRA staff in preparation for these conferences.
- 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.
- Collaborates in the hiring process, which is directed by the AHA, for the executive director; solicits feedback and participation from board members, and together with the board provides performance feedback annually.
- Works closely with appropriate AHA personnel 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.
- Contributes regular columns/articles to ASHHRA publications to keep members informed and engaged.

- In collaboration with the Executive Director, selects dates, times, locations of face-to-face board meetings, board conference calls, and executive committee calls.

Selection Criteria for President

- An ASHHRA member in good standing for a minimum of five consecutive years. “Good standing” means that he/she has no outstanding debt or obligation to ASHHRA.
- Have served as a board member for a minimum of two years.
- Have served as a chapter officer and/or committee chair for a minimum of one (1) year.

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 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.

Selection Criteria for Vice President

- An ASHHRA member in good standing for a minimum of five consecutive years. "Good standing" means that he/she has no outstanding debt or obligation to ASHHRA.
- Have served as a board member for a minimum of two years.
- Have served as a chapter officer and/or committee chair for a minimum of one (1) year.

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. He/she serves as the liaison to past presidents of ASHHRA.

Term of Office: One year

Summary of 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.

Selection Criteria for Immediate Past President

- Previously served as ASHHRA president during last term on board (see criteria for president)

At-Large Board Members

The at-large board member serves as the voice of members and non-members who work in hospitals and health care systems across the continuum of care. Sets policies and direction for the organization and advocates for innovation in the health care human resources profession. There are four at-large board member.

Term of Office: Two years

Summary of Responsibilities

- Understands the diverse needs of hospitals and health care systems as well as professionals that work outside the hospital or health care system setting 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 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.

Selection Criteria for At-Large Board Members

- 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)
- 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).

At-Large Board Member, Continuum of Care

The continuum of care board member serves as the voice of members and non-members who work in non-hospital health care settings 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 continuum of care board members.

Term of Office: Two years

Summary of Responsibilities

- Represents the human resources professional in non-hospital health care settings which may include, but is not limited to, long-term care facilities, ambulance companies, ambulatory clinics, health insurance organizations, and medical group practices.
- Understands the needs of non-hospital health care professionals 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 settings through dialogue and discussion with the board and ASHHRA staff.

Selection Criteria for At-Large Board Member, Continuum of Care

- Currently serves as a human resources professional in a non-hospital health care setting.
- 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 is not required, it is preferred that a candidate for this position has been an ASHHRA member for at least three years.
- Previous leadership experience on an ASHHRA committee or task force is preferred.

Regional Board Member

The regional, chapter, and member services committee chair serves on the board as the liaison between the nine regional consultants and the board. 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 Responsibilities

- Serves as chair of the Regional, Chapter and 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.
- Works closely with the chapter officers, ensures that issues of regional interest are communicated to the committees, board, and staff.
- 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.

Selection Criteria for Regional Board Member

- Must be current or former regional consultant (This includes any individual who has served as a regional board representative within the last four years).
- In addition, the regional director must be an ASHHRA member in good standing for a minimum of five consecutive years or a chapter board member in the last four years. "Good standing" means that he/she has no outstanding debt or obligation to ASHHRA.

New-to-the-Profession Board Member

The new-to-the-profession board member 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 advocating for innovation in the health care human resource profession. This position communicates to the board and ASHHRA staff, particularly with regard to the challenges and needs of those new to the profession.

Term of Office: Two years

Summary of 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.

Selection Criteria for New-to-the-profession

- Current practitioner in the health care human resources field for no more than five years.
- The new-to-the-profession director must be an ASHHRA member in good standing for a minimum of two 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.