

Raise Your Voice, Raise Your Skills

Introduction

Changes are occurring in health care every day. As HR professionals, we continually face new demands and expectations – from our managers, our colleagues and ourselves. In this fast-paced environment, it is often difficult to determine where we are on the continuum of effectiveness.

In response to this challenge, ASHHRA has designed this self-evaluation tool to help you examine your personal strengths and identify your priorities for improvement.

This experience can guide you in the development of skills that lead to personal mastery and effective HR leadership. You should plan on spending about 30 minutes to complete the evaluation.

Instructions

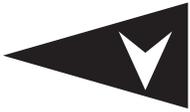
Before you begin, it is recommended that you do the following:

1. Go to http://www.ashhra.org/about/hr_leader.shtml to find the ASHHRA HR Leader Model.
2. Review the ASHHRA HR Leader Model core competencies – *HR Delivery, Community Citizenship, Healthcare Business Knowledge, Personal Leadership, and People Strategies*. Consider the significance of each core competency in your role as a health care HR professional.
3. Most importantly, with this information in mind, recall your own activities over the past year. Specifically, match up those activities to the questions in each of the competency sections. After a period of reflection, begin this self-evaluation to assess your proficiency and competence in performing each activity or demonstrating each ability.

Since this is a tool for your growth and development, it is important to be as objective and honest as you can when completing your self-assessment. The value of your feedback and results you receive is directly associated with your candor. Often, your first response is the most candid and will be of the most help to you.

The goal of this evaluation is to identify the prerequisite core competencies for HR leaders in health care and determine how ASHHRA can support HR professionals in bridging the gap to master each competency.

HR Leadership Self-Evaluation Tool



HR Delivery

HR Leaders integrate the "people" side of healthcare with business objectives. They analyze and measure programs and services to ensure effectiveness and high quality.

Do You...

1	Develop an HR strategic plan that drives HR initiatives from organizational and business strategies	1	2	3	4	5
2	Implement integrated HR strategic plans linking the array of HR systems and services to maximize employee performance (e.g., recruitment, retention, selection/placement, training/development, performance management, reward and recognition, compensation, etc.)	1	2	3	4	5
3	Effectively integrate strategies that link HR systems and services with organizational objectives and performance measures	1	2	3	4	5
4	Develop and implement effective recruitment strategies based upon organizational staffing needs	1	2	3	4	5
5	Use effective screening and applicant selection tools	1	2	3	4	5
6	Conduct meaningful needs assessments that identify workforce training and development priorities	1	2	3	4	5
7	Develop and deliver effective training/development strategies linking the needs of employees with organizational objectives	1	2	3	4	5
8	Design and deliver effective employee and leadership development programs	1	2	3	4	5
9	Create and support performance management systems that lead to desired employee behaviors and performance	1	2	3	4	5
10	Practice effective communication and develop communication mechanisms that support employee relations, open feedback and associated HR follow-up	1	2	3	4	5
11	Develop competitive compensation and benefit programs consistent with market focus and organizational financial parameters that align with organizational objectives and performance	1	2	3	4	5
12	Maintain efficient automated payroll systems and services that support organizational policies/procedures	1	2	3	4	5
13	Implement new technologies that reduce paper records and repetitive entries	1	2	3	4	5
14	Perform workforce analyses to assess progress towards organizational objectives	1	2	3	4	5
15	Create and share meaningful HR metrics and methodologies for gathering, analyzing, tracking and reporting key indicators of HR and organizational performance	1	2	3	4	5
16	Participate effectively in labor contract negotiation and develop administration protocols	1	2	3	4	5
17	Support effective corrective action policies and procedures	1	2	3	4	5
18	Understand and implement policies/procedures that are in compliance with federal, state, and local legislative and regulatory requirements	1	2	3	4	5

Total: _____

HR Leadership Self-Evaluation Tool Scale

For each item, consider your performance over the past year, and then rate it according to the following scale:

1 = Opportunity for new learning:

This description never applies to me; I have no practice and/or no confidence in my abilities in this area.

2 = Development opportunity:

This description rarely applies to me; I have some abilities in this area but am relatively inexperienced and/or have low confidence in my abilities in this area.

3 = Approaching proficiency:

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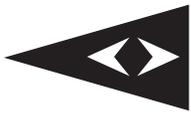
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5 = Mastery:

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HR Leadership Self-Evaluation Tool



Healthcare Business Knowledge

HR Leaders proactively learn the business. They demonstrate cross-functional capability, healthcare knowledge and application of best practices. They think strategically, shaping strategies through seasoned judgement and visionary insight.

Do You...

1 Understand and support effective programs associated with current trends in service delivery across the continuum of care (e.g., joint ventures, contracting and outsourcing)	1	2	3	4	5
2 Maintain accurate operational and capital budgets	1	2	3	4	5
3 Conduct accurate cost/benefit analyses	1	2	3	4	5
4 Create and use meaningful financial reports associated with HR activities	1	2	3	4	5
5 Develop meaningful strategic plans which ensure the growth of both the business and people within the organization	1	2	3	4	5
6 Understand and contribute to the design of effective patient safety programs	1	2	3	4	5
7 Understand and contribute to the design of effective clinical quality programs	1	2	3	4	5
8 Understand and contribute to the design of effective programs associated with physician relations satisfaction and reimbursement	1	2	3	4	5
9 Understand and implement effective programs that ensure compliance with healthcare specific regulations (e.g., JCAHO, HIPAA, Malpractice)	1	2	3	4	5
10 Recommend and implement information technology solutions that add value to your operation and the organization	1	2	3	4	5
11 Understand and promote effective advocacy programs	1	2	3	4	5
12 Maintain and model effective management of third-party relationships (e.g., vendors, consultants, etc.)	1	2	3	4	5
13 Interact effectively with your colleagues in operations, finance, etc. based on your knowledge of the business	1	2	3	4	5

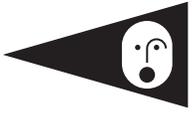
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HR Leadership Self-Evaluation Tool



Community Citizenship

HR Leaders serve as a link between employers, employees, customers and their communities. They demonstrate an understanding of multiple stakeholders and the connection between community and business results.

Do You...

1	Build effective relationships with internal and external customers	1	2	3	4	5
2	Have a track record of respecting employees, patients, and families	1	2	3	4	5
3	Implement projects and/or achieve goals through your ability to partner effectively with key external constituents	1	2	3	4	5
4	Effectively partner with other hospitals and physicians, and educators and researchers to create new work models that improve clinical outcomes and patient satisfaction	1	2	3	4	5
5	Effectively partner with other hospitals, educators and researchers to create new work models that improve staff satisfaction	1	2	3	4	5
6	Develop an organizational workforce capable of serving the diverse demographic needs of patients and the community	1	2	3	4	5
7	Work effectively with external communities to promote the development and growth of healthcare careers	1	2	3	4	5
8	Demonstrate your promotion of healthcare careers through activities such as outreach to schools, media, governmental bodies, granting institutions, professional associations, churches, etc.	1	2	3	4	5
9	Articulate the importance of connections between community and business results	1	2	3	4	5
10	Serve as a role model in inspiring your workforce to participate in community volunteer opportunities	1	2	3	4	5
11	Spearhead groups designed to engage participants in a dialogue about the role of healthcare in the community	1	2	3	4	5
12	Have a track record of actively participating in professional organizations, networks and community boards	1	2	3	4	5

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People Strategies

HR Leaders capture the hearts and minds of their people to create the desired organizational culture. They envision, create and implement operating models and structures that support staff within the organization yielding a high-performance culture. They identify high-performing staff and find creative ways to develop their talents.

Do You...

1	Create programs that support the alignment of employees with the desired culture	1	2	3	4	5
2	Have a track record of fostering meaningful work that supports effective delivery of care through learning and growth opportunities and aligned reward/recognition strategies	1	2	3	4	5
3	Design and implement workflow models to maximize the efficiency and effectiveness of staff	1	2	3	4	5
4	Encourage forward thinking around workforce needs (e.g. through succession planning)	1	2	3	4	5
5	Design and implement an organizational structure to facilitate effective management, communication, and operational efficiency	1	2	3	4	5
6	Display a track record of being a values based leader	1	2	3	4	5
7	Have a majority of staff members who would say you model values based leadership in your daily activities	1	2	3	4	5
8	Celebrate the accomplishments of the organization and individuals frequently	1	2	3	4	5
9	Have a track record of holding employees accountable for high performance	1	2	3	4	5
10	Demonstrate your efforts to achieve the work-life balance of your organization's staff through implementation of programs such as life cycle benefits, flexible work arrangements, employee assistance programs, dependent care, and concierge services	1	2	3	4	5
11	Have a majority of staff members who would say you include them in the creation of their performance and behavioral objectives	1	2	3	4	5
12	Have a track record of encouraging and rewarding multidisciplinary approaches to problem solving and service delivery	1	2	3	4	5
13	Develop and implement systems that accurately measure workers' perceptions of organizational culture and climate	1	2	3	4	5
14	Develop and advocate for diversity initiatives that meet the needs of patients, employees, and the community	1	2	3	4	5
15	Develop and implement initiatives that address present and future talent gaps within the organization	1	2	3	4	5
16	Develop and implement systems that ensure customer service levels of the HR organization	1	2	3	4	5
17	Effectively address physician behavioral and conflict issues in collaboration with medical leadership and consistent with credentialing processes	1	2	3	4	5

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Personal Leadership

HR Leaders act as stewards of their healthcare organizations. They hold themselves to a higher standard than what is demanded by their professional roles. They strive to exemplify excellence acting courageously and with integrity at all times.

Do You...

1 Act as a passionate champion for the mission, vision and values of your organization through your own personal behavior and actions	1	2	3	4	5
2 Hold others to high performance expectations associated with the mission, vision, and values of your organization	1	2	3	4	5
3 Consistently model high-level performance by holding yourself and others accountable for results	1	2	3	4	5
4 Continually search for information and feedback about your personal leadership growth/development	1	2	3	4	5
5 Hold yourself accountable to personal change and improvement in your leadership capabilities; have specific learning objectives and a plan to achieve them	1	2	3	4	5
6 Continually review your behaviors; evaluate and respond to the ethics and integrity of your actions	1	2	3	4	5
7 Continually hold others accountable for their performance and actions; evaluate and respond to the ethics and integrity of others' actions	1	2	3	4	5
8 Have a majority of staff members that would say you are an advocate of fairness, justice, honesty, and transparency in decisions and actions	1	2	3	4	5
9 Implement a continuous improvement philosophy in your personal and professional life	1	2	3	4	5
10 Establish written personal and professional goals; inspire others to follow your vision	1	2	3	4	5
11 Involve yourself in the community; demonstrate community leadership	1	2	3	4	5
12 Continually exhibit respect, caring and confidence in demeanor, modes and style of communication	1	2	3	4	5
13 Strive to increase the voice of all employees within the organization; ensure that diverse opinions of employees can be heard by decision-makers at all levels of the organization	1	2	3	4	5
14 Solicit, actively listen to, and show appreciation for diverse views	1	2	3	4	5
15 Act as a steward of your organization's resources	1	2	3	4	5
16 Identify and embrace new ideas and opportunities; offer new and different perspectives on organizational issues	1	2	3	4	5
17 Facilitate collaboration and cooperation among diverse groups to build and achieve goals	1	2	3	4	5
18 Establish and maintain credible and effective interactions with your Board of Trustees	1	2	3	4	5
19 Create and sustain a relationship with your CEO where he/she views you as a trusted advisor	1	2	3	4	5
20 Develop and maintain the respect of other colleagues (e.g., operations, finance, etc.) in your organization	1	2	3	4	5
21 Ensure proper mechanisms are in place for reporting unethical, fraudulent or unprofessional behavior internally and to the appropriate state and federal entities	1	2	3	4	5
22 Act as a mentor and seek mentors both within and outside of your organization	1	2	3	4	5
23 Directly and tactfully manage conflict, seeking win-win solutions	1	2	3	4	5
24 Embrace uncertainty and use it to explore possibilities	1	2	3	4	5

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MY PERSONAL LEARNING PLAN

Self-assessment is an important first step in developing your proficiency as an HR Leader. The next step – committing to improvement through specific goals and an action plan – is equally important. Take some time now to note specific areas that will be helpful for you to focus on in the future. Next, think about ways in which you can best develop these skills (e.g. mentors, work experiences, seminars, books). Finally, make a commitment to taking these action steps by setting specific goals and deadlines for yourself.

	Competency	Action Item/Learning Activity	Timeline/Measure of Completion
Developmental Opportunities			
Personal Proficiencies			
Personal Strengths			