

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.

Community Citizenship

		1	2	3	4	5
1	Participate in professional organizations, networks, and community boards.					
2	Promote the importance of connections between community and business results.					
3	Engage diverse groups in the development of communications and communication channels.					
4	Meet with community leaders to discuss workforce challenges and opportunities to better prepare their future graduates.					
5	As a strategic business partner, advise senior management regarding the organizational implications of diversity initiatives relative to business strategies and vision.					

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

This description sometimes applies to me; I am able to do some of this some of the time; I have confidence in my ability in some situations, but not in others.

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5 = Mastery

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People Strategies

		1	2	3	4	5
1	Build employee and leadership development programs aligned with orientation performance management and succession planning.					
2	Oversee cost of the workforce forecasting process.					
3	Build relationships with internal and external stakeholders.					
4	Develop an employee benefit philosophy that balances the employees' needs with organizational resources.					
5	Implement work/life balance programs (e.g., life cycle benefits, flexible work arrangements, employee assistance programs, dependent care).					
6	Maintain the safety of employees by mitigating potential risks in the workplace in a cost effective manner.					
7	Model organizational culture to employees.					
8	Develop communication mechanisms that support employee relations, open feedback and associated follow-up.					
9	Support managers with employee relations that include performance and disciplinary actions.					
10	Conduct performance review meetings.					
11	Review policies/guidelines regarding performance behaviors and completion of required competencies.					
12	Direct the evaluation of the HR staff.					
13	Direct programs for staff education and development.					
14	Direct the design of the following HR functions or programs: Position evaluation, Performance management, and Retention.					
15	Coordinate the development of all recruitment programs.					
16	Develop an employee retention program.					
17	Develop appropriate behavior-based interviewing questions.					
18	Negotiate competitive offers to job candidates.					
19	Identify sources of job applicants.					
20	Implement an HR planning process to ensure leadership continuity and an ongoing supply of qualified employees.					
21	Implement recruitment strategies based on organizational staffing needs.					
22	Develop workforce plans that respond to current and future staffing needs.					
23	Implement structure for leadership and employee training and development.					
24	Advise senior management as a strategic business partner regarding the organizational implications of training and					

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People Strategies

	development.	
25	Lead the design, development and implementation of organizational development programs including talent management/succession planning, leadership development, and career development.	
26	Develop an HR strategic plan that drives HR initiatives from organizational and business strategies.	
27	Identify process for onboarding of new physicians.	

HR Delivery

		1	2	3	4	5
1	Develop all employer HR policies.					
2	Develop programs to reduce risks and manage costs.					
3	Meet with HR staff to determine priorities.					
4	Develop employee benefit programs.					
5	Oversee personnel record keeping related to new hires, employee reviews, promotions, transfers, separations, and exit interviews.					
6	Design the budgeting and implementation of new HR programs.					
7	Provide HR policy interpretation for employees and management.					
8	Direct evaluation of all HR programs.					
9	Develop HR metrics and benchmarks.					
10	Evaluate HR outcomes.					
11	Develop operational and capital budgets to address department needs.					
12	Manage high level risks.					
13	Perform due diligence for potential mergers and acquisitions.					
14	Drive the organization to identify and respond to changing demands.					
15	Utilize new technologies to increase operational efficiencies.					
16	Collaborate with senior executives and cross-functional teams in the development of systems that ensure that customer service throughout all levels of the organization.					
17	Create financial reports associated with HR activities.					
18	Implement systems that measure employees' perceptions of organizational culture and climate.					
19	Advise management in issue resolution to ensure HR management practices.					
20	Administer employee benefit plan.					
21	Design the employees' benefits package to address specific benefits programs (e.g, medical, dental, benefits, wellness).					
22	Enhance the work experience by providing essential information to all parties.					
23	Respond to customer communication needs.					
24	Develop organizational communications and communication channels.					
25	Communicate a vision for HR.					

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HR Delivery

26	Administer compensation plan.	
27	Analyze purchased survey results to verify the compensation structure and ratio remain competitive.	
28	Analyze wage and salary data.	
29	Coordinate delivery of a comprehensive compensation system.	
30	Advise senior management as a strategic business partner regarding the organizational implications of executive and employee compensation and rewards packages.	
31	Facilitate understanding of and competency in compensation and Human Resource Information System (HRIS) issues.	
32	Collaborate with senior executives about pay practice.	
33	Design the employee code of conduct.	
34	Work with management to accomplish positive employee relations.	
35	Design the employee reward and recognition program.	
36	Address breaches in employee code of conduct in a manner consistent with employment law.	
37	Develop a talent management program that will attract and retain necessary talent for the organization.	
38	Solicit input from employees through employee surveys.	
39	Align initiatives with rollout of employee engagement scores and action planning.	
40	Adhere to all mandatory regulatory training (e.g. HIPPA, OSHA, EEOC, TJC, CMS).	
41	Maintain databases and tracking systems to ensure compliance with legal and healthcare organization guidelines.	
42	Ensure activities and programs are compliant with federal, state, and municipal labor laws.	
43	Ensure mechanisms are in place for reporting unethical, fraudulent, or unprofessional behavior internally and to state and federal entities.	
44	Use standardized healthcare measurement and analysis for process improvement.	
45	Lead the development, training, and application of performance management systems and processes.	
46	Develop innovative interviewing processes and techniques.	
47	Negotiate the contracts for external resources.	
48	Maintain knowledge of safety requirements.	
49	Direct the development and maintenance of the Human Resource Information System (HRIS) database to ensure compliance with licensure and regulation agencies.	
50	Partner with leaders and managers on workforce planning, including department restructure, role redesign, and reductions in force.	

Health Care Business Knowledge

		1	2	3	4	5
1	Evaluate organizational staffing and scheduling requirements.					
2	Analyze trends, patterns, and HR implications of business goals.					
3	Communicate with operational leaders to review information regarding specific business challenges, issues, and priorities.					
4	Demonstrate knowledge of the healthcare specific industry standards (e.g., CMS, TJC, CAP)					
5	Support programs associated with current trends in service delivery across the continuum of care (e.g., joint ventures, contracting, and outsourcing).					
6	Provide assistance with continuous quality improvement efforts of the organization.					
7	Collaborate with senior executives to ensure the HR initiatives are aligned with the healthcare organization's strategic goals.					
8	Support new work models that improve outcomes and stakeholder satisfaction.					
9	Conduct job analyses to establish the specific requirements of individual jobs within each department.					
10	Identify potential staffing opportunities.					
11	Investigate all employee relation issues.					
12	Advise senior management as a strategic business partner regarding the organizational implications of organizational structure/design.					
13	Address physician behavioral and conflict issues in collaboration with medical leadership.					
14	Contribute to the design of programs associated with physician relations satisfaction and reimbursement.					
15	Demonstrate knowledge of labor relations.					
16	Promote the development and growth of healthcare careers.					
17	Interact with regulatory agencies in all areas (e.g., licensing, regulatory).					
18	Evaluate workforce planning implications of new business operations (e.g., EMR implementation, acquisitions).					

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Personal Leadership

		1	2	3	4	5
1	Act as a coach and advisor to senior leaders on people related-strategies including, but not limited to culture, engagement, leadership decisions, and alignment of vision.					
2	Lead strategic, consultative services within areas of expertise for all levels of employees, departments and business units.					
3	Provide overall strategic HR leadership to support the vision, mission, strategies, key success indicators and the healthcare organization's culture.					
4	Mentor new managers on HR issues.					
5	Provide coaching and feedback on how to improve individual and organizational performance.					
6	Work with senior management to lead: Executive development, Organizational development, Professional development, Lead succession planning.					
7	Serve as a resource for senior leaders, managers, and employees.					
8	Provide counsel to leadership on HR-related matters.					

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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			