

## ASHHRA Board of Directors Position Descriptions

The ASHHRA Bylaws provide for a structure of leaders as listed below. Board members are responsible for overseeing the strategic plan and its execution, ensuring the ASHHRA Bylaws 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 position 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 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 Leader competencies.
- Adheres to board performance criteria.

### Selection Criteria for ASHHRA Board Members

- Understands and models strategic leadership with expertise in the healthcare human resources field.
- Demonstrates strong advocacy for healthcare and healthcare 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 healthcare human resources management.
- Be a practitioner member currently in compliance with Section 3.03 of the ASHHRA Bylaws.

# 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 healthcare 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 healthcare 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 for the executive director; solicits feedback and participation from board members, and together with the board provides performance feedback annually.
- Works closely with appropriate ASHHRA personnel to advance the mission of ASHHRA and promote the goodwill of ASHHRA.
- Serves as a spokesperson for ASHHRA to its members, other stakeholders, the healthcare human resources profession as well as the healthcare community.
- Responds in a timely manner to requests by the board, executive committee, ASHHRA staff, or to those tasks reasonably requested by 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 the 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.

## Secretary

The Secretary shall keep the minutes of the meetings of Board. The Secretary shall ensure that all notices are fully given to the Directors in accordance with the Bylaws or as required by law, and be custodian of the records of the society, including a register of the address of each Director. The Secretary shall make any reports as may be required of ASHHRA, and, in general, perform all duties incident to the office of Secretary and such other duties as may be assigned by the President and/or the Board.

**Term of Office:** Two years

## Selection Criteria for Secretary

- Understands and models strategic leadership with expertise in the healthcare human resources arena.
- Demonstrates strong advocacy for healthcare and healthcare 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 healthcare human resources management.

In addition, the Secretary must:

- Be 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, committee chair or chapter officer for a minimum of three years.
- Have demonstrated leadership abilities within ASHHRA.
- Have or be actively pursuing to be Certified in Healthcare Human Resources (CHHR).

## 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 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 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 and the executive director to draft business plans to request funding from the reserve account.
- Meets with the executive director to understand and monitor the current and future financial position of ASHHRA.

## Selection Criteria for Treasurer

Active member whose primary function is as a healthcare 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 healthcare human resources arena.  
Demonstrates strong advocacy for healthcare and healthcare 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 healthcare human resources management.

In addition, the Treasurer must:

- Be 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, committee chair or chapter officer for a minimum of three years.
- Have demonstrated leadership abilities within ASHHRA.
- Have or be actively pursuing to be Certified in Healthcare Human Resources (CHHR).

## 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 Member

The At-Large Board Member serves as the voice of members and non-members who work in hospitals and healthcare

systems across the continuum of care. Sets policies and direction for the organization and advocates for innovation in the healthcare human resources profession. There are four At-Large Board Member positions.

**Term of Office:** Two years

### Summary of Responsibilities

- Understands the diverse needs of hospitals and healthcare systems as well as professionals that work outside the hospital or healthcare 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 healthcare 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 healthcare and healthcare human resources.

### Selection Criteria for At-Large Board Members

- Currently serves as a human resources professional in a hospital, healthcare system, non-acute healthcare 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 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 healthcare human resources (CHHR).

## Regional Board Member

The Regional and Chapter Relations 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 healthcare human resources profession.

**Term of Office:** Two years

### Summary of Responsibilities

- Serves as chair of the Regional and Chapter Relations 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 healthcare 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 healthcare 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 Board Member

- Current practitioner in the healthcare human resources field for no more than five years.
- The New-to-the-Profession Board Member 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.

## Healthcare Executive Board Member

Appointed by the President, the Healthcare Executive Board Member represents the voice of healthcare leadership and serves general membership by setting policies and direction for the organization and advocating for innovation in the healthcare 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 the business of healthcare.
- Serves as a liaison with ASHHRA and its executive leadership, representing the interests of ASHHRA members.
- Shares insights and expertise on the healthcare industry with the board, committees, ASHHRA staff and members.
- Advocates for healthcare best practices among peers at other healthcare institutions and raises the visibility of the profession and ASHHRA.
- Explores collaborative opportunities with key partners leveraging executive experience and relationships.

In addition, the healthcare executive board member must be an ASHHRA member in good standing at the time of his/her appointment to the board. "Good standing" means that he/she has no outstanding debt or obligation to ASHHRA.