

FIGURE 7-1

Workforce management strategic focus guidelines

AHA's ground rules for workforce leadership



- 1. Leadership:** Leaders are expected to communicate and mentor the workforce on their role in effectively executing the AHA strategy. Leaders will be evaluated and rewarded based on how well their employees enhance and execute the strategy. Leaders are held accountable for their own behavior and results including acquisition, retention, and development of their staff. They are expected to provide and receive timely and candid feedback to employees. Leaders will also build a shared understanding of the value and impact of the mission of the AHA. Leaders will model volunteer relationship skills to build volunteer management skills associationwide.
- 2. Employee accountability:** Employees are expected to understand their role in effectively executing and enhancing AHA strategy. Staff is required to take responsibility for continuing to develop and refine their capabilities to meet the ever-changing business demands. Rewards and career progression are directly linked to performing at a high level, generating ideas, and sharing best practices.
- 3. Workforce change:** It is essential for our best talent to be placed in critical strategic positions. Although we will invest in the ongoing development of all staff, the AHA will invest disproportionately in the development and compensation of key talent. Our future success requires us to maintain a laser-sharp focus on developing and retaining our top talent.
- 4. Responsibility of the HR function:** HR is required to fully understand the AHA strategic direction. HR must be capable of facilitating the process to identify the capability required to execute the AHA strategy. HR and AHA managers are responsible for delivering the top talent to flawlessly and effectively execute the association's strategy.

Source: AHA internal documents. Used with permission.