Pathway to Victory
Association Executives and Staff
Leading the way...

Agenda
- President/AE Relationship
- Hiring Tips
- Planning Your Exit Strategy

Tools for you!
- President/AE Task List
- Sample Job Description
- Sample AE Contract
President/AE Partnership

Top 4 Reasons for Disharmony in a Partnership
- Communication Problems
- Change in Priorities
- Outside Stressors
- Incompatibility

President - AE Partnership
- AE and President's job is to make each other effective
- Need to understand:
  - motivations
  - strengths
  - weaknesses
- What can be done to help each other succeed?
- What do you do that can hinder each other?
President - AE Partnership

- Know each others' expectations
- Communication is key
- Don't over commit and under deliver
- Create a relationship of TRUST
- Complete the President/AE Task List each year

President - AE Partnership

- You are both human (really)
  - You can't "fix" each other
  - You can only work with one another
- You are emotional beings
- Try to see each others' interests

7 Habits of Highly Effective Dialogue

- Be proactive
- Begin with the end in mind
- Put first things first
- Think win/win
- Seek first to understand then to be understood
- Synergize
- Sharpen the saw
President - AE Partnership

- Peter Drucker – Exceptional leaders know how to ask the right questions
- What needs to be done?
- What can I do to make a difference?
- What are my organization's mission and goals?
- What constitutes performance and results?

President - AE Partnership

- Goal Setting
- Delegation
- Daily Communication
- Performance Appraisals
- Providing Feedback
- AE Contracts

President - AE Partnership

Goal Setting - SMART Goals
- Specific
- Measurable
- Attainable
- Realistic
- Time frame
President - AE Partnership

- Art of delegation
- What's the RESULT?
- Who's accountable and responsible?
- By when?
- Let it go!

President - AE Communication Tips

- Communication is CRUCIAL
- WHEN
- HOW
- WHAT

Communication Record

<table>
<thead>
<tr>
<th>Date</th>
<th>I Said</th>
<th>He/She Said</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</thead>
<tbody>
<tr>
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<td></td>
<td></td>
</tr>
<tr>
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<td></td>
</tr>
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<td></td>
<td>Decrease Saturday office hours</td>
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<td>Ethics complaint against John Smith</td>
<td></td>
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<td>10/2</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Monthly financial - positive variance $50k</td>
<td>Put it on agenda for Finance committee</td>
</tr>
<tr>
<td></td>
<td>Decrease Saturday office hours</td>
<td>OK for winter months only</td>
</tr>
<tr>
<td></td>
<td>Ethics complaint against John Smith</td>
<td>Inform Chair of ethics committee</td>
</tr>
</tbody>
</table>

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## President - AE Communication Tips

- Effective e-mail communication:
  - Subject: Be clear and direct.
  - Make 1 point per email.
  - Convey facts, not emotions.
  - Specify the response you want.
  - Once you send it – it never goes away.
Alleviate stress by...

WRITING IT DOWN!

The "TO DO" List

THINGS TO DO TODAY:

DUE FROM OTHERS:

PERSONAL ACTIVITIES/APPOINTMENTS:

The Better "To Do" List

THINGS TO DO TODAY: PRIORITY (1,2,3)

DUE FROM OTHERS:

PERSONAL ACTIVITIES/APPOINTMENTS.
The BEST "To Do" List

<table>
<thead>
<tr>
<th>TIME</th>
<th>TASKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00-9:30</td>
<td>Complete Performance Review for Jim Noystum</td>
</tr>
<tr>
<td>11:00-noon</td>
<td>Finalize Financial Reports</td>
</tr>
<tr>
<td>2:20-3:00</td>
<td>Conference call with Suzy Q</td>
</tr>
</tbody>
</table>

PERSONAL ACTIVITIES:
6:30p Parent/Teacher Conference - Becca

LIVE FROM OTHERS:
Survey results from Lisa

President - AE Partnership

- Performance Appraisals
  - Yearly
  - Use job description AND strategic plan initiatives as a guide
  - Must be in writing
  - No surprises

Guidance and Sample Forms - www.realtor.org/hrtoolkit
Guidance and Sample Forms -
www.realtor/hrtoolkit

- Purpose
- Who should conduct the review?
  - BOD
  - Executive Committee
  - Personnel Committee
  - 3, 4, 5 point scale
  - Summary

Providing Feedback

- Discussions may take place more than once before a formal "Performance Improvement Plan" is established
- President meets with AE to discuss performance deficiencies and restate the expectations of satisfactory performance
- Goals, objectives and standards may be reconfirmed

Providing Feedback

- A time frame for improvement may be defined
- This discussion may be documented by the President for future reference
- Direct line of communication between the President and AE and vice versa
Providing Feedback

- A formal Performance Improvement Plan may be established if current performance is deficient to the extent that termination is being considered; OR
- Performance has not reached a satisfactory level as established in STEP ONE discussions and time frames

Providing Feedback

- The Performance Improvement Plan may consist of:
  - written documentation of performance deficiencies,
  - expected standards of performance; and
  - established time frames for improvement.
- In most cases, the consequences for not meeting expectations should be clearly stated (e.g., demotion, termination).
- Review contract provisions - more on that later

President's and AE's Roles
Areas of Responsibility

- Governance of Association Structures and Organizational Operations
- Physical and Financial Resources
- Member Services
- Outreach and Advocacy
- Internal Relations

Governance of Association Structures and Organizational Operations

President
- Lead the Board of Directors in developing and executing strategy
- Oversee AE on recommendation of the President and Executive Director
- Set performance targets for AE
- Set performance targets for the Board of Directors
- Approve annual budget
- Approve budget adjustments and expenditures within established guidelines
- Approve and manage annual budget based on strategic outcomes
- Ensure all funds, prorated assets, and other Association property are appropriately safeguarded and administered
- Ensure strong financial position and revenue sources to operate the Association at minimum and future levels with suitable funding available to act quickly on opportunities, initiatives, and other initiatives
- Ensure strong financial position and revenue sources to operate the Association at minimum and future levels with suitable funding available to act quickly on opportunities, initiatives, and other initiatives

Physical and Financial Resources

President
- Approve budget as developed by staff
- Empower AE to make budget decisions and expenditures within established guidelines
- Budget/Finance Committee to set parameters, BOD approval
Member Services

President
- Lead an ongoing analysis of membership trends and recommend strategic initiatives to meet emerging needs.
- Support member recruitment, retention, and transitioning efforts.
- Collaborate with Chapter members and AE staff to identify and review current and new programs.
- Monitor membership and engagement levels and report findings.

AE
- Facilitate the development and implementation of strategic initiatives.
- Monitor and manage program, product, and service benefits for membership needs.
- Develop and manage relationships with key stakeholders.
- Facilitate member satisfaction surveys and monitor feedback.
- Establish and maintain a community-wide recognition program.
- Serve as the liaison for community-wide events.

Outreach/Advocacy

President
- Serve as the key advocate for the organization in the community.
- Chair the membership recruitment committee.
- Support and promote the organization's mission at local and national levels.

AE
- Serve as the leader of the organization in the community.
- Chair the community-wide initiative.
- Serve as the liaison for community-wide events.
- Serve as the liaison for community-wide recognition.

Internal Relations

President
- Serve as the liaison for the organization in the community.
- Chair the membership recruitment committee.
- Support and promote the organization's mission at local and national levels.

AE
- Serve as the liaison for the organization in the community.
- Chair the community-wide initiative.
- Serve as the liaison for community-wide events.
- Serve as the liaison for community-wide recognition.
- Serve as the liaison for community-wide events.
Potential Areas of Conflict

- Clarify roles from the start.
- President leads the Association - the AE runs the Association.
- AE makes the personnel decisions.
- Micro management vs. absentee management.
Hiring Tips

- Define the job
- Develop position description
- Responsibilities
- % of time spent/frequency
- Essential functions
- Determine FLSA Status (Exempt / non-exempt)
- Skills, experience, physical requirements, education
- College degree required?

Job Descriptions - Why?

- Keep 5-10% “Other duties as assigned”
- Identifies the most important responsibilities for recruiting/interviewing purposes
- Lets employees know what's expected of them

Job Descriptions - Why?

- Helps you to determine FLSA status
- It’s your gauge for performance
- Helps identify the “essential functions” for ADA-15+ees
Job Descriptions - Why?
- Helps guard against legal liability
- The EEOC states that "If the individual is qualified to perform essential job functions except for limitations caused by a disability, the employer must consider whether the individual could perform these functions with a reasonable accommodation. If a written job description has been prepared in advance of advertising or interviewing applicants for a job, this will be considered as evidence, although not conclusive evidence, of the essential functions of the job."

Job Descriptions - Why?
- What should be included?
  - Title
  - Supervisor name
  - Supervisor title
  - FLSA
  - Date job description was last updated
  - Primary duties/Responsibilities/frequency
  - If position is supervisory, names and titles of other employees under the supervisor’s span of control
  - Experience, skills (physical and technical), education required

Job Descriptions and Performance
- Job description is your "gauge" if the employee is not performing
- Identify where improvement is needed
- Set a timeline with clear objectives
- Observe and document (+/-)
- Follow up - don't let the deadline slip!
- Review/update every 1-2 years or when major change in responsibilities
Sample Job Description

<table>
<thead>
<tr>
<th>TASK/DUTIES AND RESPONSIBILITIES</th>
<th>FREQUENCY</th>
<th>% OF ANNUAL TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effectively and efficiently receive incoming phone calls. Provide answers to member inquiries and forward calls to the appropriate staff member. Maintain call reference book/directory on staff members' desk and ensure its up-to-date. Answer calls in a timely manner. Provide information to members and the public. Follow up on issues and provide feedback to state and federal authorities when required.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Who is the appropriate staff member to receive the call? Answer to member calls. When to update contact list. When to refer questions to state and federal authorities.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Checklists or answer calls more efficiently, steps in which to receive updated information more quickly.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Placing Your Ad

Yes or No? - Placing your ad

- You have a receptionist position available. You'd like your ad to read “Young, energetic, female wanted.”
- You post an ad which states “Recent college grad wanted...”
- 5 years supervisory experience required
- Equal opportunity employer
Interviewing Tips

State of Illinois - Discrimination
- Hiring
- Selection
- Promotion
- Transfer
- Pay
- Tenure
- Discharge
- Discipline

State of Illinois - Protected Classes
- Race
- Color
- Religion
- Sex
- Sexual Orientation
- National Origin
- Ancestry
- Military Status
- Age (40 or older)
- Order of Protection Status
- Disability (physical and mental)
- Marital Status
- Genetic Information (includes genetic predisposition)
- Unemployment Discharge
- Armed Forces - in criminal activity, excluded or incapacitated
- Citizenship - born or naturalized U.S. citizen
- Religious - current or former religious practice
- Language - any language use (oral or written)
- Housing - discrimination
- Place of birth - discrimination
- Marital status - discrimination
- Sexual Orientation - discrimination
- Gender Identity - discrimination
- Military Status - discrimination
- Rape/Killing - discrimination
- Conflict of Interest - Aiding and Abetting - discrimination
- Creditor - discrimination
Protected Classes-Federal Law
- Age
- Disability
- Equal Pay/Compensation
- Genetic Information
- Harassment
- National Origin
- Pregnancy
- Race/Color
- Religion
- Rehabilitation
- Sex
- Sexual Harassment

Interviewing Tips
- Review resumes
  - Highlight points needed for clarification
  - Keep diurnal
  - (4 Ws)
  - Examples of statements found in resumes
  - Performed reconciliation of monthly reports
  - Resolved system errors
  - Respond to routine calls

Phone Interview
- Introduce yourself
- Is this a convenient time?
- Confirm salary required - if not in range, end the call
- Ask behavioral questions
  - What interested you about the position?
  - What do you like about your current job?
  - What type of supervision/working environment do you work best?
- Review highlights of the job with the applicant
- Listen for
  - Enthusiasm
  - Personality
  - Communication skills
Testing
- Test must be required for the job
- Must be valid and reliable
  - Typing
  - Spelling
  - Grammar
  - Machinery to be used

Interviewing Tips
- Establish rapport, make the applicant comfortable
- Be consistent – ask all applicants the same questions
- Listen – less than 30% of your time should be spent talking
- Silence is golden
- Take notes
- Review the job description
- Solicit questions

Interviewing Tips
- Did the applicant prepare?
  - Dress for the occasion
  - On time
  - Conduct research on your Association
  - Ask relevant questions
  - Obtain references (personal and business)
  - Close the interview
  - Conduct reference/background checks
**Yes or No-Interview questions**
- The job requires overtime. Can you ask whether the applicant has small children at home?
- Have you ever been arrested?
- What language is typically spoken at home?
- Questions must be relevant to the job!

**Impermissible Questions**
- Age
- Arrest record
- Legal information
- Citizenship
- Disability
- Driver's license
- Educational attainment
- Emergency contact information
- English language skills
- Height and weight
- Marital or family status
- Child care arrangements
- Race, color, sex, national origin
- Military records

**Permissible Questions**
- This job requires travel. Can you meet that requirement?
- Can you, after accepting employment, submit verification of your ability to work legally in the United States? (You may give accepted forms of ID, but do not ask what ID the person will be bringing with them after accepting employment)
- This job requires overtime. Will you be able to meet that requirement?
Behavioral Interview Questions

- "Can you give me an example of ...?"
- "Describe a situation when you were called upon to ..."
- "Give me an example of a time when you ..."
- "Explain your role in ..."
- "What type of supervisors do you find easier to work with?"

Reference Checks

- Introduce yourself and your company
- Tell the person who referred you to them and why
- Ask if now is a convenient time for them to spend a few minutes with you to discuss the applicant
- If not, reschedule for a different time and follow through
- Set the person at ease
- Clarify their answers
- Thank them for their time

Reference Check Questions

- How long have you known the candidate?
- How did you become acquainted?
- What types of projects have you worked on together?
- What were your roles?
- What are the candidate’s strengths?
- Describe a time when you observed the candidate in a stressful situation. What was the situation and how was it handled?
- Knowing that we’re not all perfect, what is one area where the candidate can improve?
Background Checks

- Verify education, current employer, pay
- Highly recommended for finance, IT or human resources positions
- Authorization form
- Look back 7 years, unless earning $75,000 or more
- Conduct a ssn trace
  - Provides you with other states applicant lived
  - Check all states/counties
- May need additional authorization for other states

Closing the deal

- Extend the offer
- Be prepared for counter-offer
- Offer letter – do not list annual salary
- Send reject letters to those who interviewed

Planning Your Exit Strategy
### Replacement v. Succession Planning

<table>
<thead>
<tr>
<th>Variable</th>
<th>Replacement Planning</th>
<th>Succession Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>6-12 months</td>
<td>12-36 months</td>
</tr>
<tr>
<td>Readiness</td>
<td>Best candidate available</td>
<td>Candidate with the best development potential</td>
</tr>
<tr>
<td>Commitment Level</td>
<td>Assigned position, replacement</td>
<td>Identify possible and-occupancy errors</td>
</tr>
<tr>
<td>Planning Process</td>
<td>Vertical line of succession with an exit plan</td>
<td>A pool of talented candidates with opportunities in several assignments</td>
</tr>
<tr>
<td>Planning Development</td>
<td>Usually informal, a status report on strengths and weaknesses</td>
<td>Specific plans and goals set for the individual</td>
</tr>
<tr>
<td>Flexibility</td>
<td>Listed by plan structure, however it can also be a great deal of flexibility</td>
<td>Flexible plans for an intricate personal development and thinking about alternatives</td>
</tr>
<tr>
<td>Plan Basis</td>
<td>Each manager's Karl Krueger-based in discussion and speculative</td>
<td>The result of work and discussion among multiple managers</td>
</tr>
<tr>
<td>Evaluation</td>
<td>Observations of performance or through the exit interview, demonstrated competence</td>
<td>Multiple evaluations by different managers on different assignments, noting and knowing early in the process</td>
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### Why is succession planning important?
- You never know what can happen

*My dream job is...*
Why is succession planning important?
• You never know what can happen

Plan for the unexpected!
Why is succession planning important?
- Helps to attract and retain employees
- Recognizes top performers
- Keeps your Association running
- The burden doesn’t all fall on you
- ... if you can let it go

When is the best time to plan?
YESTERDAY

What’s the process?
It’s not all about you . . .
- Key positions that are difficult to fill
- Unique to the REALTOR® Family
- MLS
- Professional Standards
Succession Planning Checklist

- Develop policies/procedures for all positions
- Operational Procedures at a Glance
  - Committee appointments, member/staff travel policies
  - State/NAR Leadership requirements
  - All Operational Responsibilities
    - Budgetary constraints
    - Passwords
    - Associate Course
    - Insurance/Benefits Administration
    - Employee Manual

Succession Planning Checklist

- Guidance on HR Toolkit
- Develop policies/procedures for all positions
- Operational Procedures at a Glance
  - Dues Administration
  - When collect, late fee/renotification policies
  - MIS Administration
  - Structure, vendor contracts, billing cycle
  - Facilities
    - Keys, maintenance, insurance, office equipment, vendor contracts

Succession Planning Checklist

- Develop policies/procedures for all positions
- Operational Procedures at a Glance
  - Education
  - Fees, Leadership Development, Board Orientation
  - Professional Standards
  - Financials
    - Check signing authority
    - Bank accounts
    - Credit cards
Succession Planning Checklist
- Develop policies/procedures for all positions
- Organizational Assessment Checklist
  - Legal Documents
    - Articles of Incorporation, Bylaws, IRS Tax Exempt Status, Tax Filings
  - Governance Structure and Responsibilities
    - Board of Directors
    - Committees
  - Internal/External Communications
  - Technology

Succession Planning Checklist
- Key competencies/skills needed

Succession Planning Checklist
- Key competencies/skills needed
  - Ability to work with various personalities
  - Management vs. Leadership
  - Financial Management
  - Leadership Support
What skills/competencies are needed?

- PATIENCE
- FLEXIBILITY
- EMPATHY
- Oral/written communication and presentation skills
- Social/approachable
- Knowledge of our industry and its challenges
- Ability to see the BIG PICTURE

What skills/competencies are needed?

- Legislative exposure
  - Understand the issues and how it impacts our members
- Understands Associations' operations - systems, processes, people, departments and their impact/interaction
- Strategic Planning - What? How? Who? When?
- Accountability

WHAT'S THE PROCESS?

RECRUITING
WHAT'S THE PROCESS?

1. Recruit
2. Assess
3. Retention
4. Development
5. Feedback

HOW TO ACQUIRE THESE SKILLS?
- Establish a Professional Development Plan
- What projects can they assist with to gain these skills
- Reasonable expectations/outcomes
- Timeframe
- Assess progress/development
- Offer feedback - ongoing
Development is crucial

- When key staff leave or ...

HOW DO I MAKE MY EXIT?

- AE Resigns
- When should notice be given?
- It depends ...
- Relationship with Leadership and your BOD
- Be prepared
HOW DO I MAKE MY EXIT?
- Terminating an AE
- NAR Guidelines for Wrongful Termination
- Clear, progressive communication process
- Not ALWAYS necessary
- Contract provisions

AE CONTRACTS

Contracts v. Job Descriptions
- Contracts
  - Term of contract
  - Compensation
  - Benefits
  - Pass
  - Termination

EMPLOYMENT AGREEMENT
This EMPLOYMENT AGREEMENT ("Agreement") is entered into as of ___________ by and between the "EXECUTIVE" and the "ASSOCIATION", a not-for-profit corporation.

IT IS AGREED:

32
Contracts v. Job Descriptions

- Responsibilities are clearly stated and (ideally) tied to strategic plan
- Identifies skills, ability, education, and experience required
- Sets standard for performance review
- Identifies essential functions of the job
- Great recruiting tool

AE JOB DESCRIPTION

- Online Models Planning Tool (realtor.org) generates a job description for you!

EMPLOYMENT CONTRACTS

- Negates employment-at-will
- Ensures employment for a set time
- Parties can customize their relationship
EMPLOYMENT CONTRACTS

- Job duties
- Term of contract
- Compensation
- Benefits
- Termination Provisions
- Other Perks

EMPLOYMENT CONTRACTS

**Advantages**
- Reduces uncertainty
- Security
- Stability
- Commitment
- Retention
- Defines compensation and benefits

**Disadvantages**
- May not be renewed
- Harder to leave
- Binds the Association
- Inhibits change

PERKS

- Car allowance & reimbursement for IRS mileage
- Laptop/iPad
- Cell phone - unlimited talk/text/data
- Insurance premium - 100% Paid for AE
  - (considered taxable income)
- Professional dues
- Travel to attend State, Regional, NAR and other relevant conferences
BENEFITS

- Health Insurance - When does coverage terminate?
  - Medical
  - Dental
  - Vision
  - EAP
  - Life Insurance
  - % of pay or flat dollar amount?

BENEFITS

- Disability
  - Short term
  - Long term
  - Retirement Plan
  - Vacation - most states require that any earned but unused vacation be paid to employee at time of termination - Check your State's Department of Labor website

AE SEARCH PROCESS
Hiring a new AE

- HR Toolkit - for Hiring an AE
- REALTOR® Association Models Planning Tool
- Succession Planning Tools on realtor.org
- NAR Strategic Association Management (S.A.M.) Services
  - www.realtor.org/SAM

You’re never alone...

Your Strategic Association Management (S.A.M.) Advisors to the rescue!

Dorea Garcia (dpargacia@realtors.org)
312/329-8311
OR
Keli Dunn (kdunn@realtors.org)
312/329-6016

You’re never alone...

Your Strategic Association Management (S.A.M.) Advisors can help you:
- Develop your Strategic Plan
- Conduct Strategic Workforce Planning
- Compensation Studies
- AE/Staff recruiting