

Volunteer Development

Tools and Resources for Effective Volunteer Onboarding and Training

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Volunteer Development

Introduction

A successful volunteer development program includes ongoing Board member self-evaluations (sample included in this toolkit), ongoing training opportunities, an onboarding program for new volunteer leaders and an annual orientation.

Imagine being hired for a job yet you have none of the necessary skills and no past experience, however, you still have all the responsibilities and risks associated with it. Unfortunately this is how many organizations treat volunteers. This results in a disengaged volunteer group, a lack of future volunteers and lost productivity. This toolkit provides best practices and tips for successful volunteer recruitment, engagement and training.

Volunteer Recruitment and Recognition

Before recruiting volunteers it is important that you have job descriptions and/or committee charters in place so prospective volunteers understand the expectations BEFORE they are assigned a volunteer position within the organization. Sample job descriptions, committee charters and roles and responsibilities documents are included in this toolkit.

There are several steps in the Volunteer Recruitment process whether looking for Board members or committee volunteers.

Step 1: Identify volunteer needs and job descriptions

- Develop a list of available positions
- Develop job descriptions and make them compelling
- Establish meaningful volunteer opportunities that are aligned with the strategic plan

Step 2: Promote opportunities (Sample promotional flyer included in this toolkit)

- Use social media to post volunteer positions
- Promote on the association's Website

- Promote at the association's events or other related events
- Showcase current volunteer successes to entice future volunteers
- Clearly identify the costs and benefits of volunteering
- Use current volunteers to recruit for you!

Step 3: Make it easy to volunteer

- Create an online application that outlines volunteer "job" requirements
- Provide frequent communication to prospective volunteers
- Provide training opportunities in advance of volunteer role
- Avoid being too exclusive or having too many requirements
- Offer multiple opportunities for all commitment levels; i.e., ad hoc committees created for specific projects/purposes over relatively short timeframes.

Step 4: Recognize your volunteers

- **Personalize** recognition (handwritten thank you note or phone call from Board President, Committee Chair or Executive Director)
- **Thank them in person** (e.g., identify committee volunteers at conferences and events so Board members can thank them in person)
- Identify opportunities to **recognize volunteers throughout their service**, not just at the end of their term (e.g., volunteer spotlight in a newsletter, outreach from staff or Board member, or birthday and holiday cards)
- Host an **annual volunteer networking reception** or event
- Implement a **formal recognition program**

The following chart is a list of volunteer engagement best practices:

Best Practice	Purpose
Committees should have a clear direction/charge	Ensures engaged volunteers as inactive committees or committees whose members do not see the larger purpose often result in disengaged volunteers
Engage new leaders through task forces	Allows organization to “test” volunteer and short-focused opportunities lead to highly engaged volunteers
Charge committees with assisting Board in carrying out strategic goals	Ensures Board work remains strategic and logistics of carrying out goals stay with committees. The result is volunteers at all levels feel their work is meaningful
Assign “buddies”	Provides a resource and instant connection for new volunteers
Hold annual volunteer orientations	Many organizations lose the opportunity to engage a new volunteer by not properly orienting them to their position. These orientations can be conducted both live and virtually
Short/focused volunteer opportunities	Long committee terms and vague assignments lead to disengaged volunteers. For example, one-year terms renewable up to three-years allows volunteers to gracefully step away from a position they can no longer fill
Address expectations/commitment with volunteers BEFORE volunteer assignment begins	Allows volunteers to understand expectations, roles and responsibilities and time commitments before accepting a position

Board and Committee Training

Organizations should establish an annual volunteer orientation program that covers the following:

- Volunteer roles and responsibilities
- Review of organization's mission, vision and values
- Review of organization's strategic plan
- Review of organization's travel and/or reimbursement policies
- Review of policies applicable to the volunteer position
- Specifically for Board members:
 - Fiduciary Roles of Board members: Duties of Loyalty, Care and Obedience
 - Review of organization's bylaws
 - Review of staff versus volunteer roles (if applicable)

An ongoing training program may include:

- Leadership books and articles
- Board self-evaluations to determine areas for improvement (an example is included in this Toolkit)
- Volunteer mentoring program
- Recordings of previous orientations for volunteers joining mid-way through a term

Board Self-Evaluation

The following Board member self-evaluation is to be used for improving performance and outcomes year over year by evaluating individual Board member performance. It is different from a Board Assessment, which evaluates performance of the Board as a whole. A *Board Assessment Tool* is also available.

It is suggested that each Board member completes this self-evaluation annually. Results are intended for the person completing the evaluation and should remain confidential.

Board Member Self-Evaluation

Board Annual *Self*-Evaluation (sample)

The purpose of this form is to increase each Board member’s awareness of his or her own level of performance. **Your evaluation is personal and need not be shared with anyone else.** If you want to discuss your self-evaluation with the board president or executive director, the option is available.

Rate your performance on a scale of 1 to 5 where 1 means very satisfactory and 5 is not satisfactory.

I. COMMITMENT

	Always			Never	
A. I review the board information prior to each meeting.	1	2	3	4	5
B. Attendance at board meetings is a high priority for me.	1	2	3	4	5
C. I do my best to avoid interruptions from other business or personal matters during board meetings.	1	2	3	4	5

II. UNDERSTANDING MY ROLE

	Always			Never	
A. Once a decision has been reached, I support the board.	1	2	3	4	5
B. I respect confidential information.	1	2	3	4	5
C. I am willing to express my own views at board meetings.	1	2	3	4	5
D. I show respect for opinions expressed by others.	1	2	3	4	5
E. I listen thoughtfully to board discussions and presentations and avoid distracting side-bar conversations.	1	2	3	4	5

III. DECISION-MAKING

	Always			Never	
A. I seek necessary information prior to decision-making.	1	2	3	4	5
B. I am willing to make appropriate risk-taking decisions.	1	2	3	4	5
C. My individual viewpoint is given due consideration.	1	2	3	4	5
D. I can state my viewpoints clearly and concisely.	1	2	3	4	5
E. My decisions are based on the best interest of the organization.	1	2	3	4	5

III. PERSONAL CHARACTERISTICS

	Always			Never	
A. I follow through on commitments that I make.	1	2	3	4	5
B. I am tactful in my board relationships.	1	2	3	4	5
C. I am sensitive to the feelings of other board members.	1	2	3	4	5
D. My participation as a Director is important to me.	1	2	3	4	5

V. GOALS

My goals for improving my own performance as a member of the Board over the next 12 months are as follows:

Thank you for taking the time to think about your service as a member of the Board of Directors.

Date: _____

Sample Volunteer Promotion

“Volunteering with the GAMA Foundation has been a highlight of my professional career. Where else can you rub elbows with the greatest leaders in our industry while being exposed to the best practices of our industry? This was never not an option.”

—*Athan Vorilas, CLU CLTC CMFC*
John Hancock Financial Network

“Volunteer work is a wonderful way to not only change your own life, but to help change the lives of those around you. I highly recommend it to anyone looking for a unique opportunity to make a difference.”

—*Frank T. Scalse, LUTCF*
MetLife

“The individuals I have met, the ideas that have been shared, and the relationships I have built have all enhanced my personal growth. Just one idea learned from one of our top leaders can make a significant difference in your agency’s growth.”

—*Debora A. White, CLU LUTCF*
Farm Bureau Financial Services

“It’s always difficult to find the time to volunteer, but it’s like anything else that is worthwhile: When you do it, you are glad that you did.”

—*James A. Petersen M.S.F.S., M.S.M.,*
CLU ChFC CFP CLF
First Command Financial Services

“Volunteering with the GAMA Foundation has allowed me to give back what I have been fortunate to gain from industry legends. It has allowed me to pay it forward.”

—*Robert H. Baccigalupi, CLU ChFC CLTC CSA*
Genworth Financial (Retired)

Value
Oppportunity
Learn
Undertake
Network
Team
Excel
Energize
Rewards

Sign Up Today!

- ★ Sign up online at www.gamafoundation.org and click the Volunteer link at the top.
- ★ When at LAMP, visit the GAMA Foundation booth in the Resource Center.



VOLUNTEER TODAY

We are on the lookout for **sharp** people with **talent, ideas, and expertise.**

Why Volunteer?

- ★ To be more involved in the industry
- ★ To build relationships with new people
- ★ To collaborate and contribute in new ways
- ★ To support a vital organization, the GAMA Foundation
- ★ To give back to a great industry



Funding research-based solutions for leadership success

We Have Opportunities In:

Marketing and Communications

- * Branding
- * Media
- * Relationship management
- * Newsletter and updates

Fundraising

- * LAMP conference
- * LAMP auction
- * Ambassadors and fundraisers
- * Company outreach
- * Individual outreach
- * Endowment
- * Matching gifts and upgrades

Research

- * Research and related projects

Volunteer Development

- * Recruiting volunteers to work on committees
- * Recruiting volunteers to assist with fundraising
- * Recognizing and supporting volunteers



We Need Skills and Talents Such As:

Creative

- * Social media
- * Website marketing
- * Email campaigns
- * Video communications
- * Video promotions
- * Recruiting and developing volunteers
- * Team selling
- * Fundraising
- * Development and training

Writing

- * Writing scripts
- * Writing articles
- * Developing newsletters
- * Developing presentations
- * Editing and proofing

Publishing

- * Web design
- * Microsoft Publisher
- * Email HTML
- * PowerPoint presentations
- * Social media

Media

- * Video recording and editing
- * Video promotions
- * Video-based training
- * Podcasts

Communication and Relationships

- * Working with field leaders
- * Working with home office managers and executives
- * Contacting prospective donors



www.gamafoundation.org



Volunteer Experience

Identifying Volunteer Value

Think about how you will reach a potential volunteer with a targeted message. Use this worksheet to identify the value of a volunteer position and then use it in recruitment efforts.

1. Volunteer position to be filled (what will this volunteer do for my chapter?):
2. Date to be filled (when do we need this person on board):
3. Position description (detail the position as much as possible):
4. What volunteer need will it fulfill (specifically, how will this appeal to what a volunteer is seeking in fulfilling their volunteering need)?
5. How can this position build more friendships (if this volunteer is successful, how will it build relationships/friendships in the organization)?
6. How does it fulfill an individual's need to make a commitment (what is rewarding about this commitment to make it a commitment)?

- 7. How will this position make an impact in the chapter, in the profession, etc. (as a volunteer, how will he or she make an impact. Very important to provide this as it is a major reason to volunteer)?**
- 8. What type of time commitment is this position (is this a long-term commitment on a committee or is it a short-term, just-in-time volunteering position with a fixed length of time and deliverables)?**
- 9. If yes, what is the deliverable at the end of the project that someone can be proud of?**
- 10. How will the position be recognized?**

Sample Job Descriptions

Board Members: The Board of Directors oversees the activities of an organization and is accountable to its members, stakeholders, and state, local or national organization. It is important for Board members to understand their assigned duties.

A typical Board job description outlines the following:

- Length of Commitment: Term limits
- Time Involvement: Expected time commitment; specifies hours per month and required in-person meetings or commitments
- Key Responsibilities: Expectations of each Board member
- Eligibility: Requirements for serving in the specified position
- Training: Orientation and/or training to be provided for the individual fulfilling the specified position

Executive Director: It is important for an organization's Executive Director, whether a paid position or volunteer, understand their duties and expectations by which they will be evaluated upon.

Sample Board and Executive Director job descriptions are included.

Volunteer Job Description

Position Title: **PRESIDENT**

Relationships:

Reports To: Board of Directors
Staff Support: Executive Director
Internal Contacts: Board Members, Committees, ABC ORGANIZATION staff, ABC ORGANIZATION Membership
External Contacts: General Public, Industry Partners

Length of Commitment: Term of office is one (1) year (January –December) with a commitment to serve one year the following year as Immediate Past President.

Time Involvement: Approximately 20 hours monthly/ 3 on site meetings per year /5-8 Board conference calls per year/8-12 Executive Committee calls per year/Weekly Touch base with Executive Office

Key Responsibilities

As a ABC ORGANIZATION Officer:

1. Serve as a voting member of the Executive Committee and Board and ex-officio, non-voting member of all committees
2. Participate in quality assessment and evaluation of the overall performance of the association management firm.
3. Attend Board and other meetings to include the following:
4. Serve as a role model and as an advocate:
 - a. for ABC ORGANIZATION by being knowledgeable about and supporting the mission, strategic plan, and programs of the organization.
 - b. for the membership at large.
5. Assist the ABC ORGANIZATION Board in:
 - a. developing and executing annual and strategic plans.
 - b. carrying out its legal and fiduciary responsibilities, as needed.
 - c. oversight of the association management functions.
 - d. initiating formal and effective transition of office to incoming officer at the end of term.
 - e. identifying new members or potential volunteers for ABC ORGANIZATION who can help further the mission
 - f. representing ABC ORGANIZATION as appropriate, e.g. serve as a speaker as assigned.
6. Support and promote decisions made by the ABC ORGANIZATION Board.
7. Review and approve nominations for Officers and Members of the ABC ORGANIZATION Board.
8. Participate in a self-assessment and evaluate the overall performance of the ABC ORGANIZATION Board on an annual basis.
9. Prepare in advance for decision-making and policy formation at Board meetings; take responsibility for self-education on the major issues before the Board.

PRESIDENT

10. Responsibly review and act upon committee recommendations brought to the Board for action.
11. Uphold fiduciary duty to act in the best interest of ABC ORGANIZATION by putting the interests of ABC ORGANIZATION above personal interests.

As *PRESIDENT*:

1. Preside, as chair, over all meetings of the Board of Directors, Executive Committee and meetings of the Association
2. Oversee the governance of the Association and ensure the programs and activities advance the organization's mission, vision and strategic plan.
3. Serve as the key contact between the association management company and the Association by providing support, guidance and direction to and regular communication with the Association Executive Director
4. Oversee preparation of agendas for all meetings of the Board of Directors, the Executive Committee and general meetings of the membership, in collaboration with the Association Executive Director and the Secretary.
5. Ensure that the Association abides by its bylaws and established policies
6. Report to the membership through periodic written correspondence, including the annual report
7. Represent the Association as a speaker, participant or liaison to external associations and organizations, the media and the public at large.
8. Review all communications, reports and proposals prepared by the staff
9. Lead the ABC ORGANIZATION Board in:
 - Developing and executing annual and strategic plans
 - Carrying out its legal and fiduciary responsibilities.
10. Serve as a resource of knowledge and counsel to the Board, committees, other board members and state association leadership.
11. Act as role model and representative of the Association, seeking input from membership at large, responding and reporting accordingly.
12. Initiate formal and effective transition of office to incoming President-Elect at end of term.
13. Appoint committee chairs and vice chairs with the advice of current committee chairs and consent of the Board of Directors.

Qualifications/Requirements:

1. Must be an Active ABC ORGANIZATION member in good standing for at least five (5) years.
2. Must have completed term as President-Elect.
3. Commitment to advance the mission of ABC ORGANIZATION.
4. Ability to make the necessary time commitment.

Training:

- Board Orientation
- Leadership training as appropriate
- Specific task orientation as needed

Volunteer Job Description

Position Title: President-Elect

Relationships:

Reports To: President
Staff Support: Executive Director
Internal Contacts: Board Members, Committees, ABC ORGANIZATION staff, ABC ORGANIZATION Membership
External Contacts: General Public, Industry Partners

Length of Commitment: Term of office is one (1) year (January - December) with a commitment to serve two subsequent years as President and Immediate Past President, and may not be elected to a second term.

Time Involvement: Approximately 20 hours monthly/ 3 on site meetings per year /5-8 Board conference calls per year/8-12 Executive Committee calls per year/Weekly Touch base with Executive Office

Key Responsibilities:

As a ABC ORGANIZATION Officer:

1. Serve as a voting member of the Executive Committee and Board.
2. Participate in quality assessment and evaluation of the overall performance of the association management firm.
3. Attend Board and other meetings to include the following:
4. Serve as a role model and as an advocate:
 - a. for ABC ORGANIZATION by being knowledgeable about and supporting the mission, strategic plan, and programs of the organization.
 - b. for the membership at large.
5. Assist the ABC ORGANIZATION Board in:
 - a. developing and executing annual and strategic plans.
 - b. carrying out its legal and fiduciary responsibilities, as needed.
 - c. oversight of the association management functions.
 - d. initiating formal and effective transition of office to incoming officer at the end of term.
 - e. identifying new members or potential volunteers for ABC ORGANIZATION who can help further the mission
 - f. representing ABC ORGANIZATION as appropriate, e.g. serve as a speaker as assigned.
6. Support and promote decisions made by the ABC ORGANIZATION Board.
7. Review and approve nominations for Officers and Members of the ABC ORGANIZATION Board.
8. Participate in a self-assessment and evaluate the overall performance of the ABC ORGANIZATION Board on an annual basis.
9. Prepare in advance for decision-making and policy formation at Board meetings; take responsibility for self-education on the major issues before the Board.

PRESIDENT-ELECT

10. Responsibly review and act upon committee recommendations brought to the Board for action.
11. Uphold fiduciary duty to act in the best interest of ABC ORGANIZATION by putting the interests of ABC ORGANIZATION above personal interests.

As President Elect:

1. In the absence of, or because of the incapacity of the President, perform the duties and assume the responsibilities and authority of the President.
2. Serve as an ad hoc member of the Conference Committee.
3. Serve as the Editor of *Synergy*
4. Learn the duties and function of the President.
5. Prior to taking office as President,
 - a. appoint members of ABC ORGANIZATION, in conjunction with the Committee Chairman, to serve on the Committees, according to the roles and responsibilities of the committee.
 - b. appoint a non-voting, non-ABC ORGANIZATION public member to serve in an advisory role on the Board of Directors.

Qualifications/Requirements:

1. Active ABC ORGANIZATION member in good standing for at least five (5) years.
2. Must have completed term as Secretary-Treasurer
3. Commitment to advance the mission of ABC ORGANIZATION.
4. Ability to make the necessary time commitment.

Training:

- Board Orientation
- Leadership training as appropriate
- Specific task orientation as needed

Volunteer Job Description

Position Title: Secretary-Treasurer

Relationships:

Reports To: President
Staff Support: Executive Director
Internal Contacts: Board Members, Committees, ABC ORGANIZATION staff, ABC ORGANIZATION Membership
External Contacts: General Public, Industry Partners

Length of Commitment: Term of office is one (1) year (January - December)

Time Involvement: Approximately 20 hours monthly/ 3 on site meetings per year /5-8 Board conference calls per year/8-12 Executive Committee calls per year/Quarterly Audit & Finance Committee calls

Key Responsibilities

As a ABC ORGANIZATION Officer:

1. Serve as a voting member of the Executive Committee and Board.
2. Participate in quality assessment and evaluation of the overall performance of the association management firm.
3. Attend Board and other meetings to include the following:
4. Serve as a role model and as an advocate
 - a. for ABC ORGANIZATION by being knowledgeable about and supporting the mission, strategic plan, and programs of the organization.
 - b. for the membership at large.
5. Assist the ABC ORGANIZATION Board in:
 - a. developing and executing annual and strategic plans.
 - b. carrying out its legal and fiduciary responsibilities, as needed.
 - c. oversight of the association management functions.
 - d. Initiating formal and effective transition of office to incoming officer at the end of term.
 - e. identifying new members or potential volunteers for ABC ORGANIZATION who can help further the mission
 - f. representing ABC ORGANIZATION as appropriate, e.g. serve as a speaker as assigned.
6. Support and promote decisions made by the ABC ORGANIZATION Board.
7. Review and approve nominations for Officers and Members of the ABC ORGANIZATION Board.
8. Participate in a self-assessment and evaluation of the overall performance of the ABC ORGANIZATION Board on an annual basis.
9. Prepare in advance for decision-making and policy formation at Board meetings; take responsibility for self-education on the major issues before the Board.
10. Responsibly review and act upon committee recommendations brought to the Board for action.
11. Uphold fiduciary duty to act in the best interest of ABC ORGANIZATION by putting the interests of ABC ORGANIZATION above personal interests.

SECRETARY-TREASURER

As Secretary-Treasurer:

1. Oversee maintaining of meeting minutes with ABC ORGANIZATION staff and assures the national office maintains all approved copies of the minutes and all attachments or necessary supporting documentation; includes review of draft minutes prior to Board distribution.
2. Serves as Parliamentarian at the Board, Executive, Annual Membership, State Leadership, Board Orientation and Strategic Planning meetings.
3. Oversee the Association's financial resources and ensure compliance with the Board's financial policies, the Mission statement, and the Strategic Plan.
4. Submit a year-to-date financial report at each Board meeting (face to face) and at the ABC ORGANIZATION Annual Business Meeting. (Fiscal year is January to December.)
5. Develop and present an annual budget for the Association in conjunction with the Executive Committee, the ABC ORGANIZATION Committee Chairs, and the Executive Director.
6. Oversee the investment program of the monetary assets of the Association and ensure that adequate internal controls are in place to prevent the misappropriation of funds and to ensure the organization's continued viability.

Qualifications:

1. Active ABC ORGANIZATION member in good standing for at least five years.
2. Must have previous experience as a ABC ORGANIZATION Committee Chair or Vice Chair or ABC ORGANIZATION Board member.
3. Commitment to advance the mission of ABC ORGANIZATION.
4. Ability to make the necessary time commitment.

Training:

- Board Orientation
- Leadership training as appropriate
- Finance Orientation
- Specific task orientation related to Association documents (bylaws, policies & procedures, etc.)

Volunteer Job Description

Position Title: Director at Large

Length of Commitment: Term of office is three years (January – December). May not be re-elected for a consecutive term as a Director at Large.

Time Involvement: Approximately 15 hours monthly/ 3- on site ABC ORGANIZATION Board meetings per year/5-8 conference calls per year/2-4 State Association meetings per year

Key Responsibilities:

As a ABC ORGANIZATION Board member:

1. Attend in person Board meetings to include the following:
 - a. January Board meeting
 - b. Spring Board meeting (April/May)
 - c. Fall Board meeting (held in conjunction with the Educational Conference and Exhibition)
2. Attend additional in person meetings to include:
 - a. State Leadership Conference (held in conjunction with winter or spring board meeting)
 - a. ABC ORGANIZATION Educational Conference and Exhibition
3. Serve as a role model and as an advocate:
 - a. for ABC ORGANIZATION by being knowledgeable about and supporting the mission and programs of the organization.
 - b. for the membership at large.
4. Assist the ABC ORGANIZATION Board in:
 - a. developing and executing annual and strategic plans.
 - b. carrying out its legal and fiduciary responsibilities, as needed.
 - c. oversight of the association management functions.
 - d. initiating formal and effective transition of office to incoming director at the end of term.
 - e. identifying new members or potential volunteers for ABC ORGANIZATION who can help further the mission
 - f. representing ABC ORGANIZATION as appropriate, e.g. serve as a speaker as assigned.
5. Support and promote decisions made by the ABC ORGANIZATION Board.
6. Review and approve the slate of nominees for Officers and Directors for ABC ORGANIZATION Board based on recommendation by the Nominating Committee.
7. Participate in a self assessment and evaluate the overall performance of the ABC ORGANIZATION Board on an annual basis.
8. Prepare in advance for decision-making and policy formation at Board meetings; take responsibility for self-education on the major issues before the Board.
9. Responsibly review and act upon committee recommendations brought to the Board for action.
10. Uphold fiduciary duty to act in the best interest of ABC ORGANIZATION by putting the interests of ABC ORGANIZATION above personal interests.
11. Participate in annual quality assessment and evaluation of the overall performance of the management firm.

DIRECTOR AT LARGE

As a Director at Large:

1. Serve as a liaison between the Board of Directors and state associations (4-5) as assigned to include the following responsibilities:
 - a. Enhance ongoing communication to and from the Board of Directors
 - b. Enhance support to state leaders and their state associations, act as a resource, and be available to assist members with conflicts or concerns at the state or local level.
 - c. Assist in orienting state leadership regarding their responsibilities to ABC ORGANIZATION.
 - d. Assist state leadership in fulfilling their responsibilities to ABC ORGANIZATION.
 - e. Encourage and motivate members to become active at the State and National levels.
 - f. Attend state association meetings as assigned to foster cohesiveness and promote the association (2-4 per year).

2. Directors may be appointed by the President to the Audit and Finance Committee, Ethics Committee and/or Nominating Committee.

Eligibility:

1. Must be an active ABC ORGANIZATION member in good standing for the past five years;
2. Must have demonstrated experience on a ABC ORGANIZATION committee or state association board within the past five years;
3. Commitment to advance the mission of ABC ORGANIZATION.
4. Ability to make the necessary time commitment.

Training:

- Board Orientation
- Leadership training as appropriate
- Specific task orientation as needed

Sample Executive Director Job Description

Job Title: Executive Director/Chief Staff Executive

Hours: Full time, salaried, exempt position

Salary: Commensurate with experience (salary range is \$X0,000 to \$XX0,000)

Benefits: Medical, dental and vision for employee and dependents as per [ABC Organization]'s policies, vacation, sick leave, holidays as per [ABC Organization]'s personnel policies

Overview of Position:

To lead [ABC Organization] in fulfilling [INSERT MISSION].

Responsibilities:

1. To implement the strategic goals and objectives of the organization
2. With the President/Chief Elected Officer, enable the Board to fulfill its governance function
3. To give direction and leadership toward the achievement of the organization's mission, strategy, goals and objectives
4. To collaborate and lead in effecting positive communication within and among all organization committees, programs, partners, and members.
5. Recommend and oversee annual budget and adherence to [ABC Organization]'s financial policies
6. Oversee and lead [ABC Organization]'s staff, providing direction and supervision to both program and support staff.
7. Assure the organization and its mission, programs, products and services are consistently presented in strong, positive image to relevant stakeholders
8. Serve as organization's spokesperson

Accountability:

The Executive Director is accountable to the Board of Directors.

Qualifications:

1. Strong management and supervisory skills and experience.
2. Demonstrates leadership ability in strategizing and coalition building. .
3. Demonstrated experience managing budget of similar size to [ABC Organization].
4. Excellent written and verbal communication skills.
5. Bachelor's Degree required; Masters Degree preferred.
6. Certified Account Executive (CAE) preferred.
7. At least 10 years experience in non-profit sector; healthcare sector preferred.

Roles and Responsibilities

Roles and responsibilities documents specify the decision-making authorities of Board Officers, Board members, Committees and staff. They often detail in which areas each group of volunteers has the authority to makes decisions and in what areas they make recommendations, provide input and monitor.

Following are sample roles and responsibilities documents as well as guidelines for specifying the role of the President versus the role of Board members. These documents are not intended to be all encompassing and should be updated to reflect the specific needs of your organization.

Distinguishing the Role of a Director from the President

Responsibilities of the Board	Directors' Roles	President's Role
<p>1. Determine and Advance the Organization's Mission and Purposes</p> <p>A mission statement should articulate the organization's purpose for existence and the stakeholders it serves. It is the board's responsibility to create the mission statement and review it periodically for validity.</p>	<p>A director's role is to understand the mission and to articulate it. The mission should serve as a framework and a guiding "light" for board meeting discussions.</p>	<p>The president's role is to ensure the mission is advanced. The mission should influence every activity, discussion and assignment of capital (human and monetary). The president will reference it often, including it in messages and on agendas, so that others realize its importance to the organization and the community served.</p>
<p>2. Select the Executive Director¹</p> <p>Boards must reach consensus on the need for and job description of the executive director or AMC. The board undertakes a careful search process to find the most qualified individual for the position.</p>	<p>If the executive director's position should become vacant, it will be a board responsibility to search for (or find appropriate outside resources) and fill the position. Directors may be asked to serve on a search committee; with the board having final say in the selection process.</p>	<p>The president's concern is to fill the position promptly. The selection process must be thorough and fair. The president will appoint a committee and to oversee the process, which can impact the association's success or failure for many years.</p>
<p>3. Support the Executive Director and Assess Performance in the Organization</p> <p>The board should ensure that the chief staff executive (CSE) has the support needed to further the organization's goals. The executive director, in partnership with the entire board, should decide how and when performance evaluations are conducted. Other performance measures may include managing the budget, evaluating the board, providing strategic input and agreeing on metrics.</p>	<p>A group of board members, or the whole board, may be asked to evaluate performance of the executive director. A prescribed form to measure the duties will be provided. While the process can take various forms or meetings, it is important to maintain the confidentiality about personnel issues. Consultation with a human resources professional or legal counsel is advised.</p>	<p>The board president is ultimately responsible for assessing the CSE's performance, and most often selects a subgroup of the board to assess performance. The president will ensure the integrity and confidentiality of the process and lead the conversation about findings and improvements with the development of an action plan for improvement as needed.</p>

¹The term refers to the chief staff executives, often titled Executive Director, Executive Vice President, or Administrator.

Responsibilities of the Board	Directors' Roles	President's Role
<p>4. Conduct Organizational Planning</p> <p>As stewards of an organization, boards must actively participate with the staff in an overall planning process and assist in implementing the organizations goals.</p>	<p>The board is responsible for setting a direction for the organization, often for three to five years --- in the form of a <i>strategic plan</i>. Directors will be asked to attend a retreat at the time the plan needs review or development. Directors should be familiar with the elements of the plan and be able to articulate the goals or priorities.</p>	<p>The president, with the help of the executive officer, ensures that the planning process is organized to achieve the desired results. The president will help to determine who should be included in the planning meeting (a.k.a. retreat), for example the entire board, committee chairs, staff, etc., when and where it will occur, and if a facilitator will be needed.</p>
<p>5. Build and Maintain Resources</p> <p>One of the board's foremost responsibilities is to provide adequate resources for the organization to fulfill its mission. The board should work in partnership with the chief staff executive to assist in developing the annual budget and ensure that proper financial controls are in place. This is important in order to remain accountable to members.</p>	<p>Directors have access to information to determine if the organization has adequate resources. Resources can take many forms, for instance workforce (staff, consultants, volunteers, committees), finances (revenue, savings), technology (hardware and software.) By comparing the plan of work described in a strategic plan, directors should consider the available resources or what resources may be spent if new projects are undertaken. Resources can also take the form of committees, of which directors may be asked to chair, serve or be a liaison.</p>	<p>The president has overall responsibility for understanding and safeguarding the organizations resources. Working with the CSE, executive officers – especially the treasurer – he or she should be fully aware of all resources. Because the resources were most likely generated by the members (i.e. dues, conference attendance, store purchases, etc.), there are expectations that they will be safeguarded and used to benefit the members through programs and services.</p>
<p>6. Resource Management</p> <p>The board, in order to remain accountable to its donors and the public, and to safeguard its tax-exempt status, must assist in developing the annual budget and ensuring that proper financial controls are in place.</p>	<p>Directors monitor the organization's resources. A director should readily ask questions about resources to fully understand their extent and the mechanisms in place to protect them. For example, is a budget adopted and reported upon? Does an independent financial audit occur? Do we understand the financial health of the organization?</p>	<p>While the president may rely on consultants (legal, accounting, insurance) and committees, in the end he or she is responsible for the organization. An understanding of safeguards such as insurance, audits, copyrights, and filing requirements is important to verify that resources are managed.</p>

Responsibilities of the Board	Directors' Roles	President's Role
<p>7. Determine, Monitor and Strengthen Programs and Services</p> <p>The board's role in this area is to determine which programs are the most consistent with an organization's mission, and to monitor their effectiveness.</p>	<p>Development and delivery of programs and services is a board oversight responsibility. While most of the work will be done by committees, directors may help by identifying the needs of members and how programs can benefit the needs.</p>	<p>The president ensures that the mission is carried out and embedded throughout programs and services. While not a direct responsibility to develop or oversee programs, it is vital to affirm that existing and new programs add value and support the mission statement.</p>
<p>8. Promote the Organization</p> <p>An organization's primary link to the community (constituents, public and media) is the board. Clearly articulating the organization's mission, accomplishments and goals to the public, and garnering support from important community members, are important elements of a comprehensive public relations strategy.</p>	<p>Directors are representatives of the organization. It is expected that every director can articulate the purpose and positions of the association. Directors must follow established lines of communication and be careful not to assume the president's role as the official spokesperson. A short description of the organization is referred to as an elevator speech.</p>	<p>The president is the official spokesperson for the organization. The responsibility can be delegated for specific instances (i.e. testimony or interviews). The public perception is that the president is always representing the association; be careful not to confuse personal opinion with official positions and duties. A communication crisis plan and training is critical to develop when emergency issues arise.</p>
<p>9. Ensure Legal and Ethical Integrity and Maintain Accountability</p> <p>The board is ultimately responsible for ensuring adherence to legal standards and ethical norms. Solid personnel policies, grievance procedures and a clear delegation to the executive officer of hiring and managing employees help ensure proper decorum. The board must establish pertinent policies and adhere to provisions of the organization's bylaws and articles of incorporation</p>	<p>Directors are expected to uphold all applicable laws and comply with the governing documents. It is structure – such as policies and procedures - that sustains the organization through the succession of boards. A director should study the documents and promote compliance.</p>	<p>The president must understand all applicable laws and governing documents. Enforcement of policies may be a requirement of the president, for instance ensuring that directors disclose any conflicts of interest or avoid violating antitrust/competition laws.</p>

Responsibilities of the Board	Directors' Roles	President's Role
<p>10. Recruit and Orient New Board Members; Assess Board Performance</p> <p>All boards have a responsibility to sustain themselves by identifying new leaders through a search and nominating process. The composition of the board should reflect the membership and be balanced in skills. Boards must orient new board members to their responsibilities and the organization's history, needs and challenges. By evaluating their performance, boards can recognize their strengths and weaknesses.</p>	<p>Having a full complement of board members is essential to a successful organization. It is expected that current board members will know other members who may have an interest in leadership roles. Nearly every leader's path starts with a director asking, "Would you be interested in a leadership role in the organization?"</p> <p>It is important that the needed skills are present on the board via a skills inventory done by the CSE. Job descriptions are then developed to match the needed skill to a new volunteer.</p>	<p>The president will appoint a nominating committee that has responsibility for identifying board members. He or she may have authority in the bylaws to appoint committees. There should be processes in place to determine the qualifications for board service and to assess strengths and weaknesses of the board. It is essential to focus on sustainability and the competency of future boards.</p> <p>The president will review the CSE's skills inventory report and work cooperatively with the nominating committee in ensuring a full board complement bringing ample talents to tackle the challenges of the association.</p>

Notes

Sample Roles and Responsibilities

President

Makes Decisions

1. Agenda for Board & Executive Committee meetings
2. Committee member, Chair and Vice Chair appointments and monitors performance
3. Establishes meeting calendar for the year
4. Responds to routine structural & operational inquiries
5. Reviews and determines appropriateness of contractual agreements
6. Requests for budget variances that will not cause a change to the overall budget program amount after seeking appropriate counsel

Makes Recommendations

1. Initiates directives for meeting structure
2. Initiatives for specific functions of the Executive Committee and Board
3. Action on issues and/or inquiries
4. Operational and organizational activities with ABC ORGANIZATION Executive Director
5. Representatives to allied organizations and strategic alliances
6. Regarding outcomes of performance monitoring

Provides Input

1. Contributes to all Executive Committee, Board and committee meetings
2. Meeting locations and agendas (ie. Board, Exec. Committee and Committees)
3. Strategic initiatives and organizational functions
4. Into structure, bylaws and policy changes

Monitors

1. In cooperation with the ABC ORGANIZATION Executive Director, all operational and organizational functions
2. Activities associated with committees and committee leadership
3. Strategic alliance activities
4. Monitors and provides feedback on performance of Board members and Committee Chairs

Executive Committee

Makes Decisions

The Executive Committee may act on behalf of the Board of Directors in the intervals between Board meetings. In practice, however, the Executive Committee usually is restricted in its scope to act only to the extent that it knows how the Board of Directors would act on any given topic. If the Executive Committee does not know how the Board would act or if it is unsure, then the matter under consideration would be deferred to the Board of Directors. In unusual cases, usually due to the timeliness of decisions, the Executive Committee may act on a matter when the Board's position is not clear. The Executive Committee also functions as the "personnel committee" of the Board of Directors, performing the annual performance review of the Executive Director, based on the input of the Board of Directors.

Makes Recommendations

1. Annual Goals (Plan of Work) (Board of Directors)
2. Annual budget for management fees and staff time budgets (Board of Directors)
3. Management company and General Counsel contracts (Board of Directors)

Provides Input

1. Counsel to Executive Director on management of Association
2. Alliances with other organizations
3. Counsel to the President

Monitors

1. Board of Director's positions on issues
2. Execution of annual Plan of Work
3. Execution of Strategic Plan
4. Performance of Executive Director
5. Performance of General Counsel

Note: Please check your association's bylaws to determine the powers and authority of the Executive Committee as it may vary greatly. In addition, always refer to your state's statutes regarding the governing body's definition and minimum levels of authority.

Board of Directors

Makes Decisions

1. Annual Budget
2. Locations of Conferences
3. Conference registration pricing
4. Membership categories and dues
5. Policies and bylaws
6. Executive Director/Management
7. New program or service initiatives
8. Financial institution
9. Annual Goals (Plan of Work)
10. Mission statement, Vision statement, Strategic Plan
11. General Counsel
12. Auditor selection
13. Investment manager(s) selection
14. Establish boundaries for committees, task forces, councils, staff, etc.
15. Position statements
16. Research questionnaires and reports
17. Committee Chair and member appointments
18. Committee Recommendations to Board
19. Conference fees and sponsorship rates

Makes Recommendations

1. To Committees their role in carrying out the Strategic Plan.

Provides Input

1. Counsel to President

Monitors

1. Financial performance
2. Member needs
3. Conference attendee and sponsor satisfaction
4. Association industry trends
5. Travel and industry trends
6. Relationships with state associations
7. Performance of all contracted services (i.e. staff, legal)
8. Industry needs
9. Performance of Board members
10. Executive Director performance review
11. Committees' compliance with policies

Committees

Makes Decisions

1. Determines work plan and groups to accomplish committee's goals

Makes Recommendations

1. The committee will provide professional content expertise when the opportunity arises
2. To the Board regarding projects that will help ABC Organization accomplish its strategic plan.
3. To the Board re: changes in ABC Organization policies.

Provides Input

1. On items that should be considered for the annual budget, including anticipated significant expenses for work group activities.
2. To other committees if appropriate when there are opportunities to work together.

Monitors

1. Industry trends
2. Committee's compliance with ABC Organization policies.
3. Budgeted Expenses to ensure that budgeted dollars are not exceeded.

Note: Committees are designed to do the work directed by the Board and not the other way around. If committees are not provided a scope of work by the Board, then there may be conflicting goals that are not in line with the association's strategic plan.

Executive Director and Staff

Makes Decisions

1. Strategic plan implementation
2. Implementation of the portfolio of programs and services as determined by the Board; includes:
 - A. Promotional plans
 - B. Sponsorship plans
 - C. Registration/purchase procedures
 - D. Logistics
3. E-blast content and production
4. Website content and “look and feel” and pricing of promotional opportunities
5. Content and production of association advertising
6. Staff and operational decisions
7. Check signing (with signatory limit up to \$X,000 amount)
8. Financial management, budget administration and expense management

Makes Recommendations

1. Dates and locations for in person events (Board of Directors)
2. Membership structures and dues (Board of Directors)
3. Program budgets including fees/revenue and expenses (Board of Directors)
4. Contracts (Board of Directors)

Provides Input

1. Policies
2. Annual Goals (Plan of Work)
3. Budget
4. Institutional memory

Monitors

1. Association trends
2. Member feedback
3. Trade show and convention trends
4. Investments
5. Policy trends
6. State statutes
7. Professional practice issues

Committee Charter

The Board of Directors is responsible for setting the direction of the organization and carrying out the mission. Committees report to the Board and the Board should charge each committee with its annual goals or objectives. Each committee can then determine how best to carry out their specific charge but should report to the Board quarterly on progress as well as request specific budget or resource needs annually.

Below is a sample committee charter that details the committee’s annual charge and goals, the committee roster, committee composition and term limits, expected time commitment, appointment or selection process, requirements for serving on the committee and the Roles and Responsibilities as detailed in the previous section of this toolkit.

IV.	[Committee Name]
Committee Charge	[Committee Charge. I.e. Conference Committee might be “Determine the educational content of the Annual Conference based upon member/attendee needs and industry technologies and trends.”]
Committee Goals/Responsibilities	[List goals specific to strategic plan and any additional responsibilities]
Committee Members	[List all members]
Committee Composition	[Detail committee composition]
Term Limit	[Enter term period (i.e. January 1 – December 31), term length (# of years), ability to be reappointed]
Expected Commitment	[Outline expected number of meetings including conference calls and any anticipated travel. Should also include any financial commitment required for travel]
Selection/ Appointment	[Specify how members are appointed or selected to committee. Typically appointed by the President with input from the current committee chair and approval by the Board]
Committee Requirements	<p>Committee Members:</p> <ol style="list-style-type: none"> 1. Express desire to serve 2. Must be able to carry out the work of the committee. 3. Desire to advance the mission and Goals of ABC Organization. 4. Active in the [XYZ] profession. 5. Ability to work well with others. 6. Ability to make the necessary time commitment.

	<ul style="list-style-type: none"> 7. ABC Organization member in good standing. 8. Ability to attend the Annual Conference 9. Ability to attend and actively participate in conference calls 10. [Others?]
Roles and Authorities	<p><u>Makes Decisions (Sample from a conference committee)</u></p> <ul style="list-style-type: none"> 1. Conference Title/Theme 2. Conference Content 3. Concurrent Session Speakers <p><u>Makes Recommendations (to the Board)</u></p> <ul style="list-style-type: none"> 1. Conference Keynote Speakers 2. Conference Social Events 3. Conference Schedule 4. Conference Hospitality (Opening Ceremony) 5. Conference Committee members in conjunction with the current President <p><u>Provides Input</u></p> <ul style="list-style-type: none"> 1. Conference Pricing 2. Conference Attendee Promotion 3. Overall Sponsorship Plan 4. Conference Exhibitor Plan 5. Conference Registration 6. Conference Budget <p><u>Monitors</u></p> <ul style="list-style-type: none"> 1. Conference Attendee Satisfaction 2. Board of Directors Satisfaction 3. Speaker Satisfaction 4. Exhibitor/Sponsor Satisfaction
Staff Liaison(s)	[List staff contacts along with email and phone, if applicable]
Staff Responsibilities	[List how staff will support the committee to set expectations immediately]

Find this Tool Helpful?

Additional Resources and Tools are available through Association Options

We Can Help You With The Following

- Full-Circle Strategic Planning
- Strategic Plan Execution
- Strategic Planning Articles, Tools and Templates
- Board Training
- Association Audits
- Management Restructuring and Searches
- Executive Director Recruitment
- Association Management Company Search
- Alternative and/or Efficient Management Model Identification

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