

# NATIONAL ASSOCIATION OF REALTORS®

## Human Resources Tool Kit

### Recruiting: Job Descriptions

#### Sample: AE Job Description for the Leadership Model Organization

The chief staff executive, with the senior management team, is responsible for all administration and management of the association. The chief staff executive positions the organization based on envisioned real estate industry needs, with added focus on developing visionary skills. The chief staff executive is the leader and spokesperson for the association. He is visionary, identifies and articulates trends and their impact on business and industry, and recommends actions.

#### Governance of Association Structures and Organizational Operations

- Is the chief executive officer of the organization. Collaborates with volunteers to determine the organization's vision.
- Develops and implements programs and events that are in line with the strategic vision of the organization.
- Is the decision making authority for all operational procedures. Develops policies and procedures based on association competencies and goals and ensures sufficient flexibility to allow for association creativity and responsiveness.
- Develops, and recommends to the board, specific objectives and time frames for implementation of the board's strategic goals.
- Ensures that governing documents and policies are flexible enough to allow the association to creatively respond to changing market conditions.

#### Physical and Financial Resources

- Maintains a dedicated office location with sophisticated office equipment and technological resources for trends, analysis, research, etc.
- Ensures strong financial position and revenue sources to operate the association at optimum and future levels with suitable funding available to act quickly on opportunities, threats, and new initiatives.
- Develops a comprehensive budget based on strategic outcomes with volunteer approval.
- Ensures that financial reserves are maintained and a solid investment policy is in place with available funds for programmatic functions and program/project development (i.e. legal, technology, building, etc.).

#### Staff Competencies

- Is responsible, with the senior management team, for administration and management of the association. Is a visionary leader that can spot trends and their impact on the industry. Plays a proactive role in analyzing, addressing, and impacting legal and regulatory issues. Develops and manages a high level of political-action activities, including special fundraising efforts and candidate development.
- Ensures staff compensation is nationally competitive.
- Ensures that leadership-oriented professional development opportunities that enhance leadership skills and knowledge of industry issues and trends are funded by the association for all staff levels.
- Is responsible for all administration and management of the association with a focus on developing visionary skills; develops staff positions based on envisioned real estate industry needs; can act as a spokesperson with added focus on community and real estate industry issues.

#### Member Services

- Maintains targeted internal and external communications systems and delivery vehicles focused on enhancing current knowledge and discussion of future trends.
- Develops and maintains a sophisticated new-member recruitment and retention program with targeted orientation methods. Actively creates outreach to specific targeted real estate groups, potential allied industries, and culturally and ethnically diverse groups.
- Provides leadership in professional standards enforcement and certification efforts; provides service to other REALTOR® organizations via co-op enforcement agreements; fosters industry-wide ethical standards with other allied real estate groups affecting members' businesses.
- Develops, offers, and promotes access to required and optional education programs based on analysis of current needs and future trends.
- Develops and offers innovative marketing tools, and other services based on analysis of current and future trends.
- Identifies and implements new strategic initiatives based on member needs and ongoing trends analysis.
- Positions networking and social opportunities to enhance members' career success and future needs.

### **Internal and External Relations**

- Serves as a visionary leader of the association; delegates day-to-day operations to other staff. Develops and maintains an environment in which senior staff takes initiative and are able to make management decisions.
- Works with leadership to recruit, develop and nurture volunteer leaders according to a comprehensive leadership development plan; maintains an organizational culture that builds strong partnerships between staff and volunteers.
- Actively participates in affecting positive and collaborative relationships with local, state and national associations and maintains a leadership role in state and national meetings.
- Works with a CPA firm and an attorney to support association operations and network with counterparts in other REALTOR® associations.
- Forges effective and synergistic relationships, along with volunteer leaders, with local government leaders and legislators; service providers, vendors, consultants, contractors; influential and market-share members/industry leaders, allied real estate groups who view the AE and the association as resources and industry leaders; media and community groups; allied real estate organizations and culturally diverse groups, with an eye on building and leading political and business coalitions; other advocacy groups.
- Ensures that leading brokers view the association, the volunteer leadership and the chief staff executive as valued resources and industry leaders.
- Analyzes, addresses, and impacts legal and regulatory issues and proactively frames the regulatory environment.
- Displays a high level of political-action skills, including skills in special fundraising efforts, member mobilization efforts and candidate development.
- Maintains a politically aware organizational culture.
- Positions the association as a recognized leader in governmental advocacy in the local community and in partnership with the state and/or national associations.