

# NATIONAL ASSOCIATION OF REALTORS®

## Human Resources Tool Kit

### Recruiting: Job Descriptions

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

The chief staff executive, or association executive (AE), is responsible for all administration and management of the association, based on member needs, with some focus on community and real estate industry issues. The AE manages the organization with parameters set by the volunteers and based on volunteers' determination of the future direction of the organization.

#### Governance of Association Structures and Organizational Operations

- Implements programs and events as directed by volunteers. Creates and manages the internal organization of the association.
- Works with volunteers on the development and implementation of the strategic vision as developed by the board.
- Manages the operations of the organization based on the parameters set by the Board of Directors. Prepares policies and procedures based on models from other organizations.
- Provides administrative support to association committees.
- Updates governing documents and policies on a routine basis, to match the association's mission and manage goals.

#### Physical and Financial Resources

- Maintains a dedicated office location with up-to-date office equipment that is analyzed or updated on a routine basis.
- Ensures reliable revenue sources to operate the association at optimum and future levels, with research and development funds in place for new initiatives.
- Develops a comprehensive budget with volunteer input and approval.
- Ensures that sufficient financial reserves are maintained.

#### Staff Competencies

- Has a comprehensive knowledge of office management skills and is able to delegate or outsource as necessary. Has a clear understanding of legal and regulatory issues and is able to impact the development of these policies. Can develop and implement political fundraising efforts.
- Ensures staff compensation is regionally competitive.
- Ensures that professional development opportunities focusing on supervisory skills are funded by the association.
- Is responsible for all administration and management of the association, based on member needs; can act as an association spokesperson.

#### Member Services

- Maintains targeted internal and external communications systems and delivery vehicles focused on current industry information.
- Manages new-member recruitment and retention programs with volunteer participation, including one orientation model for all. Develops orientation materials and programs with supporting materials from other sources.
- Provides strong skills in professional standards enforcement and is a certified professional standards administrator; participates in services via co-op enforcement agreement.
- Offers or provides access to required and optional education programs (may outsource when necessary).
- Is knowledgeable about various marketing services and provides access to related services and business tools developed by others.
- Works with volunteer committees and staff to identify and analyze trends from which member service decisions are made and industry issue initiatives are implemented.
- Plans and manages, with volunteers, networking and social opportunities to enhance members' career success and future needs.

**Internal and External Relations**

- Manages key programs and delegates management functions to other members of management and clerical functions to support staff.
- Helps identify and recruit volunteer leaders; works with volunteer leaders to forge strong partnerships.
- Collaborates with local, state and national associations; participates in state and national meetings.
- Works with a CPA firm and an attorney to support association operations and alert leadership to new and emerging issues.
- Participates with volunteer leaders in effective and synergistic relationships with local government leaders and legislators; service providers, vendors, consultants and contractors; influential and market-share members/industry leaders and allied real estate groups; media and community groups.
- Ensures that the association, the volunteer leadership and the AE are valued resources to leading brokers.
- Impacts legal and regulatory issues.
- Develops and implements special political-action fundraising efforts and grassroots mobilization efforts.
- Implements political awareness and fundraising plans developed in collaboration with volunteer leadership and staff.
- Provides effective government advocacy to further the association's mission, either directly or as an active participant with other levels of the REALTOR<sup>®</sup> family.