

Position Profile
Association Executive
Oakland Association of REALTORS®

The Immediate Need

The Board of Directors seeks candidates for the position of Association Executive, effective spring, 2010.

Primary Objectives

The Board of Directors seeks a candidate to assume a proactive role in leading and managing the Association through:

- Comprehensive updating and elevating OAR's marketing "brand"/image
- Blending technological innovation with commitment to being the top in member/customer service
- Strengthening OAR's outreach and relationships with other REALTOR® associations, ethnic and community groups and Chamber of Commerce.

The Position of Association Executive (AE)

The AE reports and is accountable to the Board of Directors. The Board of Directors has adopted a comprehensive set of governing policies consistent with 'Policy Governance' principles, as described conceptually in the book "Boards That Make a Difference" by John Carver, and in practice in *The Board Member's Playbook*, by Miriam Carver and Bill Charney.

Utilizing these principles, the Board leads the organization through written values and expectations set forth in four policy categories:

- ENDS: Set forth the priorities of the Association
- MANAGEMENT LIMITATIONS: Establish boundaries within which the AE must ensure all operational activities (financial practices, communications, treatment of constituents, etc.)
- GOVERNANCE PROCESS: Clarify the Board's own job and rules
- BOARD-MANAGEMENT DELEGATION: Describe the delegation and accountability of the AE, and the process/systems by which the Board monitors and evaluates AE performance.

The Board adopted this governance system in 2005, with the belief that this approach provides the Board with appropriate control over the organization, while allowing the AE/staff to use their authority wisely...

The Board of Directors acts on behalf of the OAR Membership, in consultation with the AE and other advisors in determining governing policies.

Key Areas of the AE Role:

Board of Directors: Reports to, and works closely with, the Board of Directors, its officers and committees.

Policy: The Board holds primary responsibility for setting vision and strategic direction of the Association, with the AE being responsible for developing operational/business strategy and planning. The Board seeks an AE who will stimulate and inspire the Board's thinking and understanding about the ways the Association can increase its benefits and services to its membership, which would foster its growth. The AE is granted authority to establish operational policies and procedures as per the Board's Ends and Management Limitations policies.

Operations: Conducts the operations of the organization in direct support of the Ends/mission of the Association, within Board parameters, with membership service and development a priority.

- Finance: Develop business/operational plans for the Association. Manage budget and actual financial condition in a manner consistent with clearly articulated Board policies. Ensure financial reporting is accurate and timely, and appropriate financial controls are in place.
- Staff: Lead the Staff in setting integrated goals/plans/programs in support of the Ends. Direct the programs/activities of the Staff, ensuring that competent and motivated individuals are in place to achieve Ends.
- Industry: Actively represent the Association to members, prospective members and other industry associations.

Candidate Profile

The ideal candidate will have the following combination of skills, experience and attributes:

- Skills and Experience:
 - Proven relevant experience in REALTOR® Association OR as AE/Executive Director of a professional/trade association/organization/department with at least \$500,000 budget oversight experience.
 - Strong educational programming /meeting planning experience.
 - Proven success in selecting/retaining/leading qualified staff
 - Applying current technologies to administration, marketing, communications, etc.
 - Establishing/implementing top customer service culture
 - Ability to develop/implement a strategic/business plan
 - Strong skills in budgeting and financial/accounting management
 - Successful membership development experience (preferred)
 - Demonstrated effective communications/relationship building with members, professional colleagues/affiliated organizations.
 - Positive experience in working with/being accountable to a governing board.
 - Proven track record in organizational skills, being able to meet deadlines and be responsive to diverse constituencies.
 - Strong public speaking skills/presence

Qualities and Attributes:

- Ability to catalyze/inspire board thinking and understanding of policy choices and their implications, with willingness to support Board decisions.
- Ability to understand, embrace and articulate the mission of OAR, and effectively communicate mission to staff, members, media and others.
- Diplomacy/sensitivity in communications and decision-making.
- Ability to be effective “thought leader” – affecting staff, Board and members. Other Qualifications
- Bachelor’s degree strongly preferred. Management experience required.
- Commitment to understanding and supporting the Board’s use of the “Policy Governance®” framework.
- The successful candidate will demonstrate a team-based management style. Creativity, flexibility, and being a motivator of others (both staff and member volunteers) are essential. The candidate must be able to clearly interpret the mission and vision of OAR and define goals and plans focused to those Ends. The highest ethical standards are required.

Compensation and Benefits

Commensurate with experience. Salary and benefits competitive with regional nonprofits.

Selection Process

Interested candidates should send their statement of qualifications via email to aesearch@oar.org, no later than March 3, 2010.