

Management Model

Empowering Professional Staff

As volunteers get busier they rely more heavily on staff to manage key functions in the organization (i.e. budget development, technology investment, committee management.)

In some situations it is wise to transfer authority to the staff to be responsible for previously exclusive board duties.

Generally authority in the organization is defined in the bylaws, articles of incorporation and policies. Seldom though is such authority empowering for the staff in the same documents. The *Management Model* is a means to transfer duties to the chief staff executive and staff so that the organization can adopt a more business- like, entrepreneurial model.

This is a sample document the board may adapt and adopt to convey authority to the staff.

The following shall guide the Board of Directors and staff in detailing the agreed upon roles and responsibilities.

Governance and Leadership of the Organization

Volunteer Leadership Role - Board determines the organization's vision and direction; setting parameters within which staff is empowered to manage the organization. In general, the internal organizational structure is created and managed entirely by the professional staff.

Leadership Focus - Leadership determines and monitors the strategic direction by setting the mission, vision and high-level goals or core competencies of the organization. Staff enhances and advances the goals by recommending strategies, tactics and performance measures.

Decision-Making Authority - Authority for determining organizational vision and strategic objectives belongs to the board of directors; decision-making authority for operational procedures is vested in the chief staff executive

Committee Structure - Committee structure is based on and aligned with the established goals. While appointments are the authority of the board, the support for and recommendations to committees is staff driven.

Governing Documents – The organization’s governing documents, as well as board developed policies, shall be updated on a routine basis to support the work of the board, staff and advancement of the mission and goals.

Physical and Financial Resources

Office Headquarters – A dedicated office location with sophisticated equipment and technological resources shall be state-of-the-art, leading-edge; requiring that the board appropriate funds to meet the needs of growth and staff functions.

Financial Position – The board, with the consultation of staff, shall maintain a solid financial position and revenue sources to operate the organization at optimum and future levels; suitable funding must be available to act quickly on opportunities, threats, and new initiatives.

Budgeting – A comprehensive budget shall be developed by staff with collaboration with the elected treasurer and final approval by the board of directors.

Reserve Savings - Financial reserves shall be maintained and a solid investment policy in place. The performance measure shall be a reserve fund or assets equal to at least one year of the annual budget.

Audit – An annual audit shall be undertaken with the elected treasurer and chief staff executive empowered to work with the independent auditor.

Professional Staffing of the Organization

Structure – A chief staff executive and senior management team are responsible for administration and management of the organization, with the board focused on the future, service to the industry, and a clear concise mission and vision.

Staff Executive’s Role and Focus - Chief staff executive is responsible for all administrative and management functions. Chief staff executive will serve as the primary spokesperson as guided by policies and established positions.

Compensation – Compensation and benefits for general staff is regionally competitive and compensation for the senior staff is nationally competitive.

Professional Development - Professional development opportunities for all staff levels are funded with emphasis to enhance skills and knowledge of industry

issues and trends.

Professional Consultants – Staff is supported by consultants, including independent accountants, legal and other professionals necessary to protect and advance the organization.

Member Focus and Service

Communications - Internal and external communication systems and delivery mechanisms will be adequately funded and used to improve industry knowledge and awareness of the organization and issues for the benefit of members.

Recruitment and Retention - Innovative member recruitment and retention programs will be maintained with identified targets, categories and companies. The board shall agree on performance measures regarding membership.

Professionalism and Social Responsibility – A leadership role in promoting professional standards and compliance will be emphasized to improve industry image and member understanding. Programs will be advanced that promote social responsibility.

Education and Training – Organization will develop, promote and deliver necessary education offerings, based on analysis of current member needs and industry trends.

Business Services and Tools – Organization will evaluate and develop innovative benefits, services and tools that advance the success of members.

Member Service Decisions - Decision-making is made at the most effective leadership level; based on a combination of member input, committee work and professional staff trained in the area of membership sales and service.

Networking - Networking and social opportunities are planned by staff and volunteers to enhance member career success and needs, i.e. forums, social events, on-line special interest groups, etc.

Internal and External Relations

Staff Relations - Chief staff executive is recognized as a visionary leader and not focused on day-to-day operations; chief staff executive gives senior staff significant latitude for individual initiative and decision-making. Board supplements the vision of the staff.

Staff-Volunteer Leader Development - Staff has key responsibility to identify and recruit volunteer capable, competent leaders; staff and volunteer leaders work together to forge strong partnerships to benefit the industry and members.

Organization Relations – Staff identifies and participates in efforts with other organizations that are positive and promote collaborative relationships with local, state and national organizations.

Collaboration

Volunteer and staff leaders jointly are responsible for forging effective and synergistic relationships with the following:

- Local government leaders and law makers.
- Service providers, vendors, consultants, contractors.
- Influential and market share members and industry leaders.
- Media (reporters and editorial writers and publishers) and community groups.
- Allied organizations and culturally diverse groups, with eye on building and leading political and business coalitions.
- Advocacy groups.
- Public and private boards.

Closure

The document gives authority and responsibility for the staff to manage without requiring daily oversight by the Board. It may be amended at any time with appropriate protocols and notice.

Approved by Board of Directors: _____

Adaptation with Permission
Bob Harris, CAE
bob@rchcae.com

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