

# President and Chief Staff Executive Checklist



The ideal relationship between the chief staff executive ("AE") and the president is one of shared responsibilities and a working partnership, recognizing that each is primarily in charge of different aspects of the association. For the AE, this responsibility generally involves managing the day-to-day operations (i.e., implementing the association's administrative functions, adhering to the budget, managing all matters related to human resources, including succession planning etc.). Conversely, the president may oversee how the association is governed (i.e., develops the association's strategic plan, policies, committee structures and goals, etc.). Recognizing that both the AE and president's roles often depend on the size of the association, collaboration, communication and dialogue are imperative.

One way to enhance dialogue between the president and AE is to discuss issues common to both. A job functions summary or task list can help accomplish this.

By working together on this summary, association presidents and AEs can gain a new perspective on their relationship. A structured format in which AEs and presidents share ideas and expectations about their jobs and lines of responsibility can help their relationship begin and remain strong, ultimately benefiting the members.

There are no "right" or "wrong" answers in this exercise. Answers may even change annually with each president's style, goals, interests and abilities. The important thing is for the president and AE to reach an agreement on who does what, thus encouraging a level of consistency in the relationship. Please note that this list is not comprehensive, as you are encouraged to add additional activities that best suit the association.

Remember, the answers in a job functions exercise will vary by association size. In small associations, it is likely that most of the responsibilities and functions will fall on the shoulders of its elected leadership, since the AE may be the only staff or chiefly an office administrator. In larger associations, more of the responsibilities for publications, government relations, educational opportunities, member outreach and media representation may be delegated to the AE and his or her staff.

It can be helpful for the president and AE to each keep a copy of this task list and refer to it throughout their leadership year together.

## PRESIDENT / CHIEF STAFF EXECUTIVE CHECKLIST

**Instructions:** This section should be filled out by the local association president and the chief staff executive/AE at the same time. The purpose of this section is to determine the division of duties between the elected leadership and association staff. Place an "X" in the appropriate space or spaces that indicate where the primary responsibility for each item exists.

AE Only  
 Other Association Staff  
 Elected Leadership  
 Joint Staff & Leadership  
 Vendor  
 N/A

State/NAR Participation						
1. Participates in association/regional meetings.						
2. Provides input to association/regional officers relative to positions on state association/NAR issues.						
3. Recommends members for state association/NAR committee appointments.						
4. Serves on state association committees.						
5. Serves on NAR committees.						
6. Attends all state association directors' meetings.						
7. Attends all/some NAR meetings.						
8. Reviews and updates association bylaws.						
9. Other:						
Communications/Technology						
1. Develops communication plan between president, AE, and other staff.						
2. Directs media calls and questions to association leadership.						
3. Responds directly to media inquiries.						
4. Writes/edits news releases.*						
5. Arranges press conferences.*						
6. Has editorial and content authority over association publications.*						
7. Writes articles for association publications.*						
8. Establishes and maintains liaison with reporters and other media professionals.						
9. Coordinates special projects such as REALTOR® Safety Month, Designation Awareness Month, etc.						
10. Supervises staff specialists who execute any or all of the above duties.						
11. Ensures that the association utilizes an email and/or internet based means of member communication.						
12. Ensures that the association has an interactive website (as defined by Core Standards requirement) that links to the websites of the other levels of the association for promotion of member programs, products and services.						
13. Other:						

*\*Be sure to understand the legal issues surrounding these activities (copyright, defamation, libel/slander)*

**PRESIDENT / CHIEF STAFF EXECUTIVE CHECKLIST**

	AE Only	Other Association Staff	Elected Leadership	Joint Staff & Leadership	Vendor	N/A
<b>Consumer Outreach</b>						
1. Represents the association in community activities and civic organizations (chamber of commerce, ASAE chapter, downtown councils, etc.)*						
2. Serves on local government and civic advisory bodies (city government, school districts, charitable organizations, real estate advisory groups, and so on).						
3. Educates the public on the difference between a REALTOR® and a real estate licensee.						
4. Promotes the association as the “Voice for Real Estate” in the community by sharing market statistics, real estate issues, and trends, research reports, etc.						
5. Ensures that the association engages in four meaningful consumer engagement activities annually.						
6. Promotes the value proposition of using a REALTOR® and/or engage in community activities that enhance the image of the REALTOR®.						
7. Other:						
<i>*NAR’s professional liability insurance coverage is not available to a member or an association executive when he/she serves on the board of another organization at the request of the local or state REALTOR® association.</i>						
<b>Membership Education*</b>						
1. Ensures that the association annually offers, promotes, or provides at least one professional development opportunity for members.						
2. Ensures that the association annually provides resources for or access to leadership development education and training, with documentation supporting the offerings and access.						
3. Ensures that a REALTOR® Safety activity is conducted or promoted annually.						
4. Solicits/ reviews information about prospective education courses and educational speakers for presentation to members.						
5. Reviews and discusses such information with education committee.						
6. Organizes/ schedules live and online continuing education courses and test processing.						
7. Supervises other staff specialists who perform any or all of the above duties.						
8. Other:						
<i>*Education courses must comply with the Americans with Disabilities Act.</i>						

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	AE Only	Other Association Staff	Elected Leadership	Joint Staff & Leadership	Vendor	N/A
<b>Multiple Listing Service</b>						
1. Performs all functions related to vendor relations, including invoicing, maintaining online database, and so on.						
2. Processes allegations of MLS rules and regulations violations.						
3. Ensures that MLS bylaws (if incorporated) and MLS rules and regulations are reviewed by NAR at least every two years.						
4. Develops and supervises implementation of MLS administrative office procedures and policies, including management of data integrity.						
5. Conducts training sessions for participants and subscribers on how to correctly use the various MLS services.						
6. Supervises MLS department staff or MLS supervisor.						
7. Administers lockbox/key services (if a service of MLS).						
8. Coordinates reciprocal MLS activities with other local associations in the region.						
9. Develop and implement policies regarding data feeds for subscribers, participants, and third parties.						
10. Analyze and periodically review third party licensing agreements to ensure data security and integrity.						
<b>Financial Management</b>						
1. Ensures that the association adopts policies to ensure the fiscal integrity of their financial operations.						
2. Develops annual budget.						
3. Performs bookkeeping and accounting duties.						
4. Supervises staff bookkeeper or outside accountant.*						
5. Produces monthly financial statement.*						
6. Reviews monthly financial statement produced by bookkeeper and/or accountant.						
7. Analyzes monthly financial statement, provides narrative report summarizing financial performance, and explains reasons for deviations from budget.						
8. Supervises association savings accounts and investments.						
9. Develops and implements investment strategies.						
10. Conducts/implements financial management in accordance with long-range planning guidelines.						
11. Supervises other staff specialists or managers in the performance of any or all of the above activities.						

**PRESIDENT / CHIEF STAFF EXECUTIVE CHECKLIST**

	AE Only	Other Association Staff	Elected Leadership	Joint Staff & Leadership	Vendor	N/A
<b>Financial Management (continued)</b>						
1. Ensures that the association, if revenue is \$50K or more, has an annual audit or review conducted by a CPA. If revenue is less than \$50K (including MLS-generated revenue and revenue from other business subsidiaries), a compilation report prepared by a CPA is acceptable.						
2. Other:						
<i>*Ensures proper insurance coverage.</i>						
<b>Governance and Procedures</b>						
1. Prepares executive committee and/or board of director's agendas prior to meetings.						
2. Attends all executive committee and/or board of directors meetings.						
3. Supports executive committee and/or board of directors and offers input and guidance as necessary.						
4. Submits monthly reports of activities to board of directors.						
5. Ensures that the association has a strategic plan or business plan that includes actionable implementation strategies for both its advocacy and consumer outreach components.						
6. Ensures that the association's bylaws are reviewed and approved by NAR at least every two years.						
7. Ensures that the association's policies and procedures conform to local, state and federal laws, including filing of necessary reports and documents (e.g. corporate documents, state and federal tax returns, etc.)						
8. Provides access to legal counsel for advice and guidance regarding local, state, and federal laws and regulations.						
9. Other:						
<b>Advocacy</b>						
1. Communicate to members the value and benefits of investing in RPAC.						
2. Ensures that a voluntary investment for RPAC or the Political Advocacy Fund (PAF) is included in the association's dues billing (if not, the association meets the NAR RPAC goal by other legal means, such as by making a corporate investment).						
3. Ensures participation in NAR and state Calls for Action through the REALTOR® Action Center.						
4. Ensures the association's advocacy engagement through participation by annually conducting at least two initiatives or activities in support of the REALTOR® Party "Vote-Act-Invest" goals.						

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<b>Advocacy (continued)</b>						
5. Ensures that licensees in limited function referral organizations (LFROs) are identified and invited to participate in political advocacy (e.g. Calls for Actions).						
6. Conducts research for and writes testimony to be given by association leadership at public hearings conducted by elected officials and government agencies.						
7. Delivers testimony at public hearings on behalf of the association.						
8. Researches and writes association position statements and policies related to governmental issues.						
9. Composes correspondence to elected officials on various issues for association leadership signature.						
10. Deals directly with elected officials, regulatory personnel, and governmental agencies on behalf of the association.						
11. Attends NAR's REALTORS® Legislative Meetings & Trade Expo in Washington, D.C.						
12. Serves as the association's designated legislative advocate.						
13. Supervises other staff specialists in the performance of any or all of the above activities.						
14. Other:						
<b>Interaction with Service Providers and Vendors</b>						
1. Interacts/consults with association legal counsel.						
2. Interacts with management of MLS.						
3. Works with outside accountant.						
4. Hires/executes contracts with association office maintenance firms (janitorial, landscaping, etc.).						
5. Interacts directly with lockbox vendor.						
6. Interacts directly with vendors and consultants who provide other association services (computer equipment servicing, insurance, air-conditioning/heating, plumbing, etc.).						
7. Manages property owned by association, including tenant management.						
8. Supervises other staff specialists and/or department heads who execute any or all of the above duties.						
9. Other:						



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<b>Personnel Administration and Staff Development</b>						
1. Responsible for conducting annual employee performance evaluations.						
2. Ensures that policies and procedures are in place for conducting an annual performance review for the chief paid staff executive.						
3. Determines staff salary increases and bonuses.						
4. Has authority to hire and dismiss employees.						
5. Responsible for training all staff members.						
6. Coaches and mentors staff.						
7. Budgets for continuing education classes to improve employee skills and job performance.						
8. Ensures that the chief staff has at least six hours of REALTOR® association professional development annually.						
9. Conducts periodic department head/staff meetings.						
10. Ensures that the association maintains or has access to legal counsel.						
11. Writes personnel/employee manual, has the document reviewed by legal counsel or other authorities, and is responsible for periodically reviewing and updating manual.						
12. Supervises staff specialist or department head responsible for any or all of these functions.						
13. Conducts investigations relating to allegations of sexual, racial, and religious harassment						
14. Other:						
<b>Membership</b>						
1. Participates in new member orientation sessions.						
2. Helps plan and design format of new member orientation program.						
3. Visits member offices to give presentations on association membership benefits and activities (or trains staff members to do the same).						
4. Performs basic function of processing membership applications, including transmittal to state associations.						
5. Assists with reviewing new member applications consistent with the association's qualification criterion, which are no more stringent than found in the NAR's model board bylaws.						
6. Maintains membership files via NRDS, and updates NRDS educational record to reflect, as needed, compliance with the 2.5 hour Code of Ethics Training requirement.						
7. Supervises staff membership director, who performs any or all of the above duties.						
8. Supervises operation of association store (assuming association store is considered a membership benefit).						



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<b>Membership (continued)</b>						
9. Responsible for entire store operation (ordering, vendor contract, inventory, and so on).						
10. Interacts directly with local and/or state association/NAR on membership issues.						
11. Readily accessible to general membership on a daily basis.						
12. Ensures that members understand the importance of participating in NAR-conducted efforts to assess member understanding of the overall value provided by associations at all levels of the REALTOR® organization.						
13. Other:						
<b>Code of Ethics and Professional Standards</b>						
1. Maintains a viable professional standards process to enforce the Code of Ethics and provides arbitration, mediation, and ombudsman services, consistent with NAR policy as a member service.						
2. Administers and implements the REALTORS® Code of Ethics Training Requirement for new and continuing members.						
3. Processes complaints and applications for ethics and arbitration hearings, including mediation and ombuds.						
4. Helps select hearing panel members.						
5. Schedules hearings.						
6. Provides technical support to grievance and professional standards committees.						
7. Interfaces with complainants and respondents.						
8. Writes warning/hearing decision letters as directed by professional standards panel.						
9. Keeps up-to-date on new state and NAR developments in the areas of grievance and professional standards.						
10. Interacts directly with state and NAR legal counsel and staff on questions related to the Code of Ethics, professional standards, arbitration, grievance procedures, and mediation and ombudsman services.						
11. Supervises specialists, association ombudsman, or department heads who execute some or all of the above duties.						
12. Administers consumer dispute resolution program.						

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 N/A

**Code of Ethics and Professional Standards**

13. Ensures that the association’s website is linked to the online Code of Ethics and professional standards resources available by NAR and the state association.						
14. Other:						

*To access this checklist online, go to [www.nar.realtor/PresidentAECheclist](http://www.nar.realtor/PresidentAECheclist)*

*To view a detailed description of the Core Standards categories covered in sections of this checklist, go to [www.nar.realtor/CoreStandards](http://www.nar.realtor/CoreStandards)*