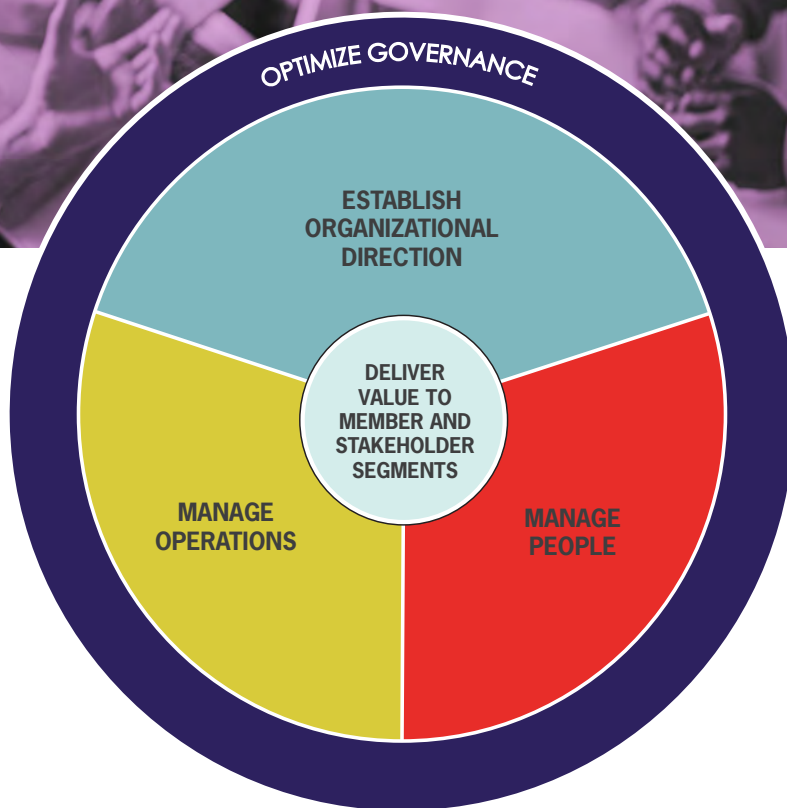
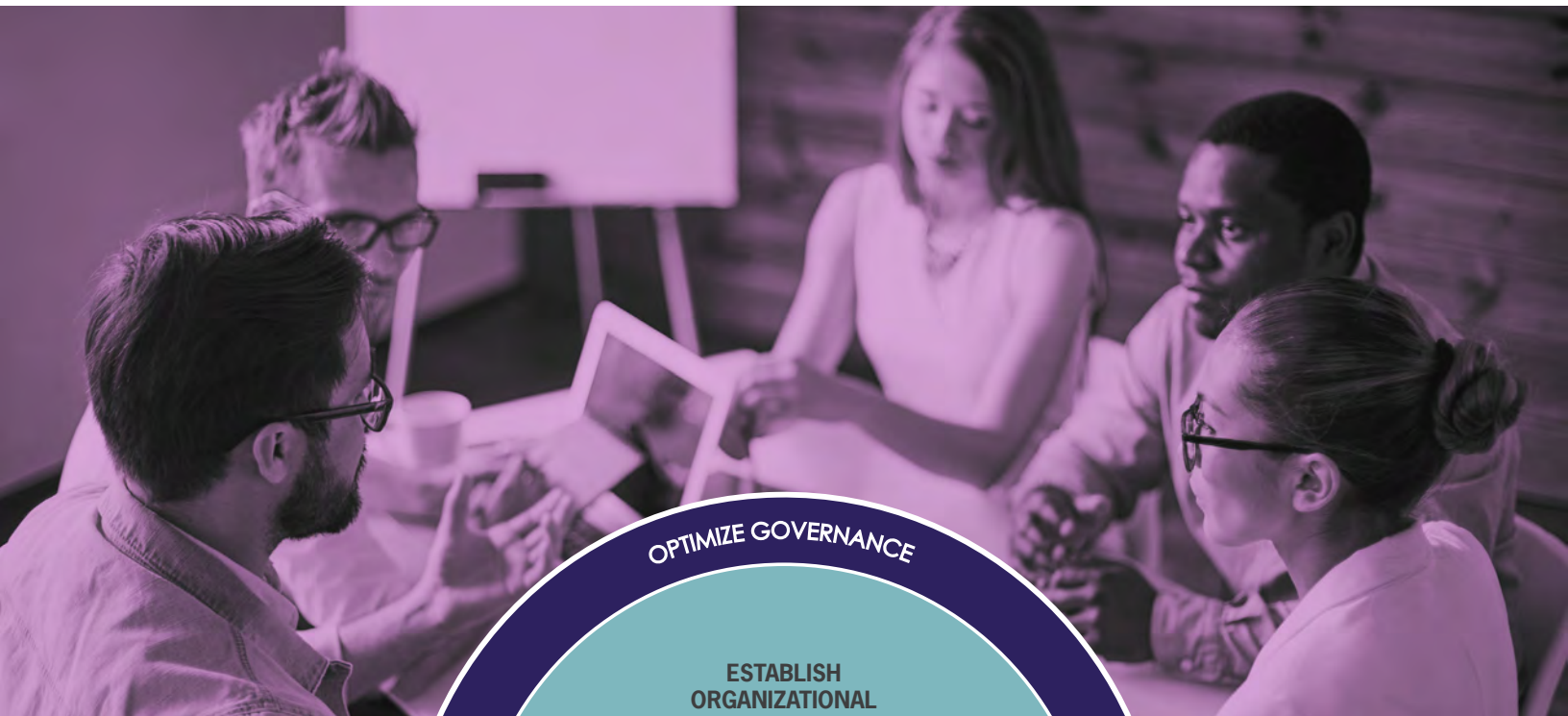


COMPETENCIES FOR ASSOCIATION EXECUTIVES



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CANADIAN SOCIETY OF ASSOCIATION EXECUTIVES
SOCIÉTÉ CANADIENNE DES DIRECTEURS D'ASSOCIATION

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INTRODUCTION

Competencies for Association Executives is intended to provide executives with a guide to performance in senior leadership positions within the not-for-profit sector. While the size, objectives and budget of associations vary, the fundamentals of the role do not. These competencies are the foundation of the Certified Association Executive® (CAE) program.

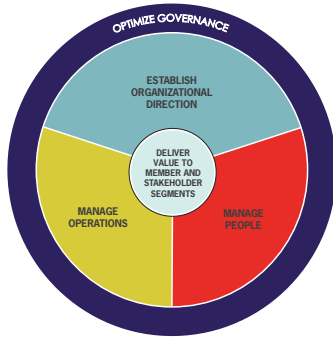
This document covers the critical tasks and key outcomes of the chief staff officer in the not-for-profit sector. In addition to the competencies outlined in this document, the most effective association executives:

- Develop domain/sector expertise
- Commit to lifelong learning
- Are open to change
- Acquire the following skills:
 - Strategic and critical thinking
 - Interpersonal communication
 - Relationship management
 - Coaching and feedback
 - Self-management

This document has several intended uses:

- An assessment tool to determine key strengths and areas of development
- A guide to professional development
- A succession planning tool
- A guide to developing internal capacity

COMPETENCIES OVERVIEW



OPTIMIZE GOVERNANCE

- Ensure an effective and efficient governance structure
- Contribute to the effectiveness of the board and committees
- Lead development of a strategic plan
- Advise the board on issues requiring their input

Key Outcomes

ESTABLISH ORGANIZATIONAL DIRECTION

- Develop a long-term financial strategy
- Develop and manage an annual operational plan
- Develop and manage an annual budget
- Develop and maintain brand and reputation
- Develop partnerships to achieve organization objectives
- Develop and implement a risk management model

Key Outcomes

MANAGE PEOPLE

- Manage human resource requirements
- Recruit and onboard staff and volunteers
- Build a positive staff and volunteer culture
- Manage individual performance
- Foster collaboration and innovation
- Manage change

Key Outcomes

MANAGE OPERATIONS

- Manage an annual financial audit or review
- Manage facilities and equipment
- Manage information and communications technology
- Develop operational processes, policies and procedures
- Manage documentation

Key Outcomes

DELIVER VALUE TO MEMBER AND STAKEHOLDER SEGMENTS

- Think beyond membership
- Identify needs of member and stakeholder segments
- Ensure appropriate mix of products and services
- Establish and support growth targets

Key Outcomes

OPTIMIZE GOVERNANCE

ENSURE AN EFFECTIVE AND EFFICIENT GOVERNANCE STRUCTURE

- Advise on organization bylaws and policies that define the governance structure
- Clarify the scope of authority for staff and directors in conjunction with the board
- Maintain accurate governance records, including minutes, bylaws and policies
- Ensure reporting obligations to board and members are met
- Establish risk principles with the board
- Establish an effective policy framework

CONTRIBUTE TO THE EFFECTIVENESS OF THE BOARD AND COMMITTEES

- Advise on role descriptions for directors, including competencies, and authority
- Support the election process for new board members
- Advise on a board succession plan to ensure a balance of new and experienced directors
- Advise on ongoing board recruitment to ensure skills, experience and diversity
- Advise on orientation, mentoring and ongoing training of board members
- Facilitate process for the ongoing evaluation of the board, committees and individual board (committee) members

LEAD DEVELOPMENT OF A STRATEGIC PLAN

- Advise on creating a mission and vision for the organization
- Conduct an ongoing environmental scan
- Provide input on stakeholder segments
- Provide input on formulation of strategy
- Plan for evaluation of performance against the strategic plan

ADVISE THE BOARD ON ISSUES REQUIRING THEIR INPUT

- Plan and prepare for board and committee meetings in partnership with the board/ committee chair
- Prepare effective reports and presentations to the board
- Ensure compliance with requirements related to incorporation and non-profit and/or charitable status
- Advise on liability insurance and indemnification
- Advise on compliance issues and evolving legislative requirements

KEY OUTCOMES

- Board position descriptions
- Strong nominations and elections process
- Strategic plan including mission and vision
- Board policies and procedures
- Membership policies and procedures
- Board policies and procedures
- Annual report or other reports to board and members
- Annual board evaluation
- Governance records including AGM and members' meeting minutes

ESTABLISH ORGANIZATIONAL DIRECTION

DEVELOP A LONG-TERM FINANCIAL STRATEGY

- Assess potential impact of future economic conditions
- Project future capital expenditures and sources of income
- Determine impact of economic forecast on strategic and operational plans
- Plan for organization sustainability and growth

DEVELOP AND MANAGE AN ANNUAL OPERATIONAL PLAN

- Translate strategic plan into specific priorities, actions and deliverables with timelines
- Allocate human and financial resources
- Establish key performance indicators

DEVELOP AND MANAGE AN ANNUAL BUDGET

- Prepare cost and revenue estimates using recent actuals and vendor quotes
- Anticipate upcoming changes plus priority initiatives and forecast expenditures
- Ensure plans align with expenditure and revenue targets
- Manage cash flow and investments
- Track accurate monthly data against planned expenditures and revenue
- Adjust expenses and activities as required

DEVELOP AND MAINTAIN BRAND AND REPUTATION

- Identify and profile audiences (such as members, partners, government, public)
- Determine appropriate strategies to achieve organization goals (such as marketing, government relations, public relations strategies)
- Oversee the development of positioning statements and messaging standards
- Communicate on behalf of the organization
- Establish a crisis management protocol
- Establish and track evaluation measures

DEVELOP PARTNERSHIPS TO ACHIEVE ORGANIZATION OBJECTIVES

- Clarify the intent and objectives of the partnership
- Develop collaboration agreements
- Communicate effectively with partners
- Manage change throughout the project and/or partnership term

ASSESS PARTNERSHIP PERFORMANCE AGAINST THE STATED OBJECTIVES

- Develop and implement a risk management model
- Assess potential problems and opportunities inherent in strategic and operational plans
- Establish risk principles and guidelines for staff
- Plan actions for reducing operational threats and increasing probability of opportunities
- Plan actions for mitigating problems or seizing opportunities that occur
- Leverage risk to create opportunity and value

Continued...

ESTABLISH ORGANIZATIONAL DIRECTION

KEY OUTCOMES

- Annual operational plan
- Annual budget and financial statements
- Marketing and communications plans
- Risk management plan
- Monitoring reports/dashboard
- Key messages on behalf of the organization
- Collaboration agreements with partners

MANAGE PEOPLE

MANAGE HUMAN RESOURCE REQUIREMENTS

- Determine competencies/skills/knowledge required to achieve organization goals
- Assess when to develop staff and when to acquire external capabilities
- Determine competitive compensation packages for internal positions
- Ensure compliance with payroll, employment, workplace safety and liability legislation
- Plan for developing individuals through formal and informal learning
- Match people to tasks, ensuring the right mix of skills
- Plan succession for key roles within the organization

RECRUIT AND ONBOARD STAFF AND VOLUNTEERS

- Build job descriptions/profiles for staff and key volunteer positions
- Develop recruitment plans for staff and volunteer positions
- Develop and implement interview and selection processes
- Develop job offers, including remuneration and benefits
- Develop and implement onboarding processes for staff and volunteers

BUILD A POSITIVE STAFF AND VOLUNTEER CULTURE

- Establish staff and volunteer codes of conduct
- Establish clarity of roles between staff and volunteers
- Recognize and reward staff and volunteer effort, contributions and successes

MANAGE INDIVIDUAL PERFORMANCE

- Establish and cascade goals/objectives, ensuring clear accountabilities
- Monitor/measure performance on an ongoing basis
- Provide effective feedback and coaching
- Manage low performance, taking corrective action, as required

FOSTER COLLABORATION AND INNOVATION

- Clarify expectations regarding collaboration
- Manage tension between collaboration and individual accountability
- Build an environment that encourages and supports risk-taking and learning from mistakes
- Develop incentives, recognition and rewards that support innovation and collaboration
- Involve others in decisions to access information, generate ideas and build commitment

MANAGE CHANGE

- Assess the impact of change on people and processes
- Translate change initiatives into operating plans
- Build momentum for change through a shared vision of the future
- Manage resistance by coaching individuals through change
- Sustain and reinforce changes after the initial implementation
- Measure success of implementation and adjust as required

KEY OUTCOMES

- Right people hired, retained, promoted or terminated
- People have skills and knowledge to do the work assigned
- Employee and volunteer productivity
- Employee and volunteer satisfaction/engagement

MANAGE OPERATIONS

MANAGE AN ANNUAL FINANCIAL AUDIT OR REVIEW

- Prepare audit schedule to ensure readiness throughout the organization
- Ensure staff are aware of responsibilities in preparation for and during an audit
- Implement auditor recommendations
- Support selection and periodic review of the audit firm

MANAGE FACILITIES AND EQUIPMENT

- Determine current and future facility, equipment and service requirements
- Ensure all statutory requirements, including accessibility, are met
- Develop and maintain safety and security plans
- Maintain an equipment inventory, including service agreements
- Ensure ongoing compliance with statutory and fiduciary obligations

MANAGE INFORMATION AND COMMUNICATIONS TECHNOLOGY

- Determine current and future technology and database requirements
- Plan database analytics uses and requirements
- Ensure data security risks are minimized
- Implement new technologies as required
- Adapt business rules to support technology implementations

DEVELOP OPERATIONAL PROCESSES, POLICIES AND PROCEDURES

- Ensure processes, policies and procedures comply with statutory requirements, including certifications
- Ensure processes, policies and procedures reflect the organizational governance, mission and vision
- Ensure continuous process review and improvement
- Streamline processes and business rules to optimize productivity and comply with requirements

MANAGE DOCUMENTATION

- Ensure development, storage, disposal of documentation complies with statutory requirements
- Ensure policies, procedures, technology and facilities support documentation requirements

KEY OUTCOMES

- Budget, financial statements, audited financial statements
- Sufficient cash flow to meet financial obligations
- Optimal return on investments
- Effective and efficient facilities and equipment
- Database reports for use in decision-making
- Policies and procedures documented and compliant
- Processes streamlined and compliant

DELIVER VALUE TO MEMBER AND STAKEHOLDER SEGMENTS

DEFINE SEGMENTS

- Identify member segments
- Identify additional stakeholder segments beyond membership
- Explore opportunities to provide value to segments
- Identify potential revenue opportunities

IDENTIFY NEEDS OF MEMBER AND STAKEHOLDER SEGMENTS

- Select approaches for collecting data (such as surveys, focus groups, interviews)
- Analyze data to identify opportunities and threats
- Identify priority opportunities and gaps to address
- Define member and stakeholder segment value propositions
- Determine activities required to deliver value propositions

ENSURE APPROPRIATE MIX OF PRODUCTS AND SERVICES

- Assess current products and services
- Retire poorly performing products or services
- Identify opportunities to develop or modify products/services
- Advise on the development of project plan and critical path to launch product/service
- Validate value of products and services with community
- Support all decisions with a business case
- Establish performance metrics for all products or services

ESTABLISH AND SUPPORT GROWTH TARGETS

- Establish membership, product and service targets linked to operational plan and annual budget
- Establish member recruitment and retention strategies
- Approve marketing and communications vehicles
- Approve approach for soliciting stakeholder/member (including lapsed members) feedback
- Evaluate results against membership, product or service targets

KEY OUTCOMES

- Member and stakeholder segment value propositions and related activities
- Business plan to develop new product or modify existing products/services
- Product or service plan to bring to market
- New or modified products brought to market
- Poor performing products retired as needed
- Membership, product or service revenue targets met/exceeded