

Why are you are attending this session?

1. Go to **Pollev.com**
2. Enter **ELIZABETHKRILE822**
3. Respond to activity

2022-23 CACE Task Force

Executive Transition Guide

Equitable Hiring and Fair Compensation

Nearly 1/3 of AIA local
and state components
have hired a new chief
executive in the last 3
years. Wow!

2022 CACE Task Force

Transition Guide & Equitable Hiring Team



Becky Magdaleno
AIA Florida



Heather Wilson
AIA Oregon



Kimberly Anderson
AIA Central Valley



Unassigned
Component Relations
Advisor and Liaison



David Southerland
Task Force Chair
AIA Georgia | Atlanta

Fair Compensation Team



Adrienne
Montare, FAIA
AIA South Carolina



Angie
Monteleone
AIA Alaska



Elizabeth Krile
AIA Columbus



Stacy Williams
AIA San Francisco



Ruben Ramales,
Assoc AIA, NOMA
AIA Queens

Work Scope of the Task Force

- **Develop an Equitable Hiring Guide** to assist components in designing and instituting a recruiting/selection/hiring/on-boarding process that more fully addresses AIA's long term diversity objectives among component staff.
- **Consolidate compensation data** from the AEC industry (and AIA components specifically) into useful modules.
- Develop a "What Does an Association Executive Do?" document for education of volunteer component boards.
- Tie the above pieces together with an "**Umbrella**" **Transition Guide**
- Assist component relations with **distribution of these tools** to volunteer component boards at the right place and time.

What will CACE do with the final work?

- Compile final document to assist boards in executive transition and hiring.
- Present to volunteer chapter leaders at future Leadership events.
- Advocate adding key items to Accreditation process.
- Educate state and local volunteer leaders on the roles of AIA component executives
- Board will know to notify AIA National of state/local executive departure.

For Volunteer Board Leaders: Use 1-3 word phrases to describe what an AIA Association/Component Executive Does.

1. Go to **PolEv.com**
2. Enter **ELIZABETHKRILE822**
3. Respond to activity

For Component Executives: Use 1-3 word phrases to describe what an AIA Association/Component Executive Does.

1. Go to **Pollev.com**
2. Enter **ELIZABETHKRILE822**
3. Respond to activity

Resource: “What a component chief executive officer actually does”



What Does An AIA Association/Component Executive Do?

Chief Compliance Officer

Note, some chapters are big enough to hire staff for this role

- ✓ 990
- ✓ 990-T
- ✓ Filings
- ✓ Trade Name
- ✓ Managing Risks

- ✓ Entity Name
- ✓ Bylaws
- ✓ Policies
- ✓ Contracts
- ✓ MOUs

- ✓ Agreements
- ✓ D&O Insurance
- ✓ Liability Insurance
- ✓ Cyber Insurance
- ✓ Legal Counsel

What Does An AIA Association/Component Executive Do?

Chief Financial Officer

- ✓ Budgeting
- ✓ GAAP Reports
- ✓ Audit
- ✓ CPA
- ✓ ACH Reports
- ✓ Balance Sheet
- ✓ Profit Loss
- ✓ Cash Flow
- ✓ Banking
- ✓ Investment funds
- ✓ Payroll
- ✓ Retirement
- ✓ Deposits
- ✓ Bank Statements

What Does An AIA Association/Component Executive Do?

Chief Development Officer

- ✓ Dues
- ✓ Non-Dues Revenue
- ✓ Sponsorships
- ✓ Allied Members
- ✓ Event Pricing
- ✓ Patron Program

Note, some chapters are big enough to hire staff for this role

What Does An AIA Association/Component Executive Do?

Chief Strategy Consultant

Note, some chapters are big enough to hire staff for this role

- ✓ Strategic Planning
- ✓ Strategic Budgeting
- ✓ Implementation
- ✓ Strategic Alliances

What Does An AIA Association/Component Executive Do?

- ✓ Program Development
- ✓ Public Relations
- ✓ Advocacy
- ✓ Marketing
- ✓ Communications

- ✓ Volunteer Management
- ✓ Human Resources
- ✓ Coalition Building
- ✓ Procurement
- ✓ Board Management

Found Opportunities

CACE's demographic profile falls short of AIA's overall objectives relative to EDI metrics.



The task force worked to provide a tool for the CACE community to make reflective changes over time and with natural attrition and turnover.

CACE is aware of tremendous disparities among its members, and that there are historic, social, and geographic contributors to these gaps.



The task force worked to provide data and industry guides with hiring, onboarding and compensation info that will help future boards address equity challenges.

How to run an equitable and fair executive/employee search and hiring process

- Be ready for planned or unplanned transition.
- Who makes the hiring decision?
- Get the policy in place now.

The Importance of the Job Description

Many organizations have “hidden” or unofficial traditions, values, and norms, embedded in the hiring process.

- Deeply review for unintended language
- What does diversity mean at your component?
- “Required”/”Desired”/”Preferred” versus Success Statements
- Compensation Transparency
- Most boards will have no institutional memory of the last time the chapter hired an executive, and may default to their firm’s process, or make it up as they go along.

Forming the Search Committee

- The committee should be representative of numerous key elements of your membership (practice, age, race, sex, etc.)
- Educate the team and gain their buy-in
- Seek a diverse candidate pool through innovative marketing and outreach
- Can be formed of president, immediate past president, president-elect, plus two non-board appointees (for example).
- Search committee should know scope of the position
- Consider hiring a consultant
- Form a planned chain of communication

Deliberations and Final Selection

- If your component chooses to use a formalized scoresheet, remember that scoring isn't your end-all
- Culture Fit or “Culture Add”?
- Give time for full discussion of all candidates; explore where members of the search committee scored a candidate differently.
- Be prepared for negotiations and be open to using benefits, working arrangements, and contract terms when resources for higher salaries are not currently tenable

The Onboarding Process

- **Planning** – what do other employees know that your new employee should know?
- **Checklists** – usefulness cannot be overstated
- **Expectations** – value of 30, 60, 90 day check-ins
- **Introductions** – to key members and AEC influencers, peers (CACE), key chapter leaders and personalities
- **Leadership Meetings** – two way feedback between new employee and Ex Comm/executive

Succession Steps and Considerations

IMMEDIATELY

- Create / refine accurate descriptions of all staff
- Create / maintain a CEO Manual
- Review / compile resources (like the guide, rubrics, interview q's)

2-5 YEARS

- Implement interview strategies
- Prepare and provide board members with DEI training
- Prepare and launch staff onboarding plan, ongoing training

5+ years

- Establish and codify hiring practices in operating policies
- Establish and maintain annual review process for EVP / CEO and staff with the intention of continued staff development

Creating the CEO Manual

What should be in it?

- Logins / Passwords
 - software licenses, apps, accounting files, online banking and credit cards*
- Contacts
 - Board / Excom; Chapter General Counsel (if available); Accountant; Insurance Carrier; lobbyist
- Chart of Accounts
- Chapter accreditation files
- Building owner / landlord / maintenance /security

Resources Available in the Transition Guide

- List of behavioral-based interview questions
- *What an AIA Component Executive Does* document
- Component Connect website
- List of high-quality AIA job descriptions
- Interview and candidate scoring rubrics

Helping Volunteer Chapter Leaders Understand the Job of their Chief Executive



What Does an AIA Component Executive Do? 2022 AIA/CACE Guide



Many component boards of directors, despite being the supervisory entity for an AIA component executive, does not fully understand the range of what such a role involves. The following document is provided to help volunteer component leaders gain a better understanding of the comprehensive nature of the work of their executive.

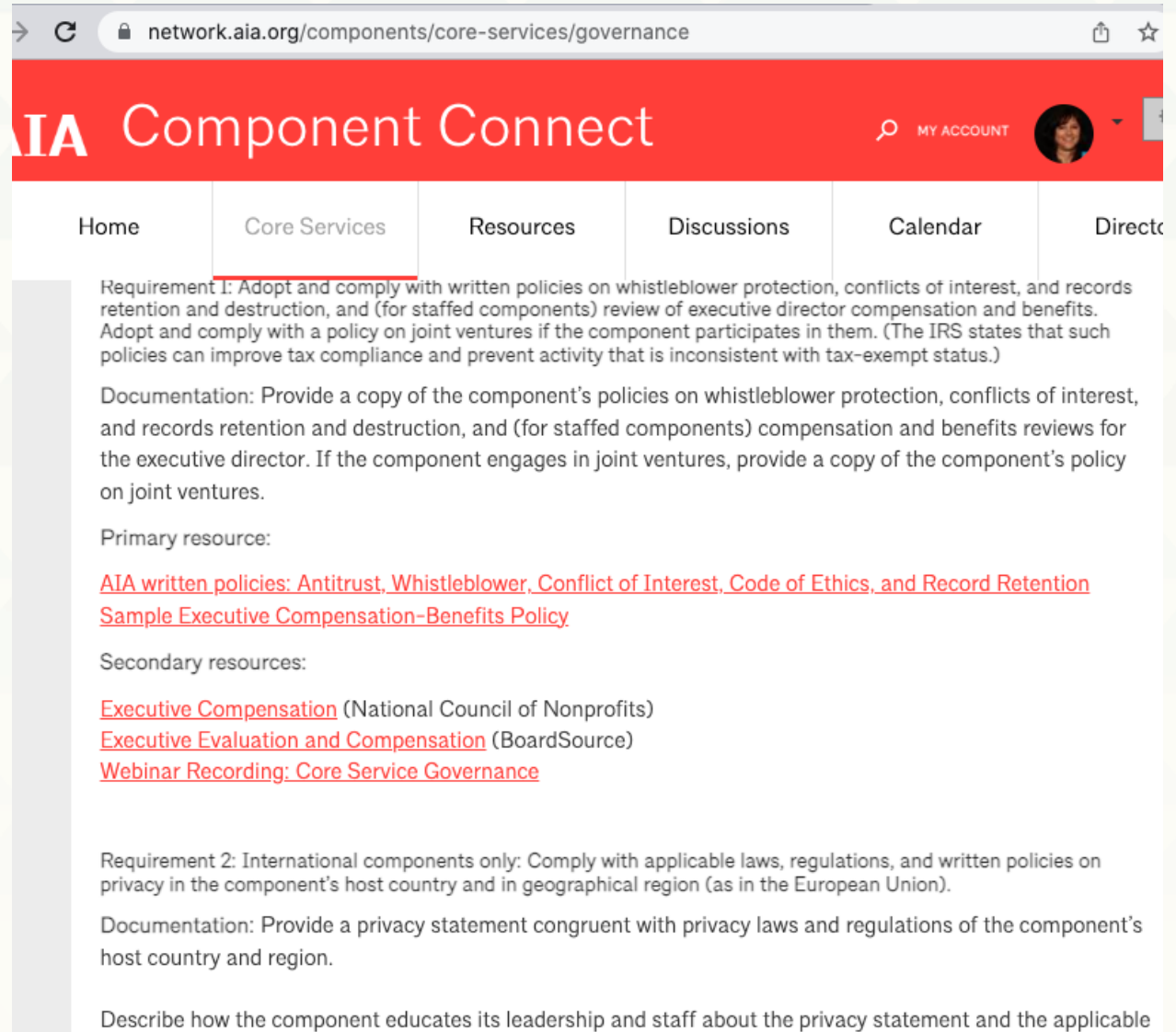
Governance and Legal Compliance: Ensure that the organization remains in compliance with a broad range of regulatory requirements:

- Develop and file timely tax returns at federal, state, and local levels (1099s, 990 federal return, local property taxes, etc)
- annual corporate registrations and various fees unique to the state and local laws and ordinances
- Design and implement systems and tools to capture and manage financial info essential to effective board management of the component
- producing GAAP appropriate financial reports for volunteer board leadership and interpreting this data so board can meet their fiduciary responsibilities,
- Research and purchase appropriate types and levels of insurance for the organization (liability, D&O, events, E&O, etc.)
- Ensure that the chapter is always in compliance with all state and local laws related to the management and activities of a nonprofit organization.

Strategic Finance and Accounting: More than just compliance, the component executive oversees financial and business planning to achieve the organization's strategic objectives and mission. In coordination with the treasurer develop he/she will develop a yearly budget, identify and hire external

Existing Resources Available Today

AIA Component Connect



The screenshot shows a web browser window with the URL network.aia.org/components/core-services/governance. The page header is red with the AIA logo and the text "Component Connect". A navigation menu includes "Home", "Core Services" (which is underlined), "Resources", "Discussions", "Calendar", and "Directo". The main content area contains the following text:

Requirement 1: Adopt and comply with written policies on whistleblower protection, conflicts of interest, and records retention and destruction, and (for staffed components) review of executive director compensation and benefits. Adopt and comply with a policy on joint ventures if the component participates in them. (The IRS states that such policies can improve tax compliance and prevent activity that is inconsistent with tax-exempt status.)

Documentation: Provide a copy of the component's policies on whistleblower protection, conflicts of interest, and records retention and destruction, and (for staffed components) compensation and benefits reviews for the executive director. If the component engages in joint ventures, provide a copy of the component's policy on joint ventures.

Primary resource:

[AIA written policies: Antitrust, Whistleblower, Conflict of Interest, Code of Ethics, and Record Retention](#)
[Sample Executive Compensation-Benefits Policy](#)

Secondary resources:

[Executive Compensation](#) (National Council of Nonprofits)
[Executive Evaluation and Compensation](#) (BoardSource)
[Webinar Recording: Core Service Governance](#)

Requirement 2: International components only: Comply with applicable laws, regulations, and written policies on privacy in the component's host country and in geographical region (as in the European Union).

Documentation: Provide a privacy statement congruent with privacy laws and regulations of the component's host country and region.

Describe how the component educates its leadership and staff about the privacy statement and the applicable

Existing Resources Available Today

AIA Virginia
AIA Baltimore
AIA Dallas
AIA Seattle
AIA East Bay
AIA Potomac Valley
AIA Cincinnati
AIA San Diego

Job Descriptions: Best Examples

Examples of a Fair and Open Selection Scoring Rubric

APPENDIX A: OVERALL SCORING RUBRIC - AIA _____							
ENTER POSITION TITLE HERE				CANDIDATE: ENTER CANDIDATE NAME HERE			
				TOTAL SCORE: 3.30			
SCALE =		1 - Unsatisfactory	2 - Below Average	3 - Average	4 - Above Average	5 - Exceptional	
Search Committee Member							
CANDIDATE ELEMENT	WEIGHT	BOB	KALI	MARY	JAKIEL	CASANDRA	
Cover Letter	5%	4	4	4	5	3	
Resume/CV	20%	3	3	4	4	4	
Reference Letters/Recommendations	5%	2	2	3	2	2	
Phone/Screening Interview	10%	3	5	5	4	4	
Committee Interview (from Interview Tab)	35%	3.25	4.25	4.6	3.85	4.15	
Work Samples/ Interview Testing	20%	4	4	5	4	4	
Follow-Ups (notes, thank yous, etc.)	2%	1	1	2	1	1	
Reference Checks	3%	4	4	4	4	4	
	100%	24.25	27.25	31.6	27.85	26.15	
	Weighted Score:	2.83	3.38	3.82	3.24	3.24	3.30

INTERVIEW RUBRIC - AIA _____

ENTER POSITION TITLE HERE

ENTER INTERVIEWERS NAME HERE

CANDIDATE: ENTER CANDIDATE NAME HERE

INTERVIEW SCORE: **3.85**

SCALE = 1 - Unsatisfactory 2 - Below Average 3 - Average 4 - Above Average 5 - Exceptional

FACTORS	WEIGHT	SCORE	SAMPLE QUESTIONS	CRITERIA
CULTURAL "ADD"	30%	4	What kinds of organization cultures do you believe you would thrive in? What are the elements of a culture that you value the most? Based on what you know of AIA _____, is there anything you would change if you were hired?	How well did the candidate convey a sense of their own work values? Did they describe anything that leads you to believe that their leadership could improve or "add" to the current culture of AIA _____?
SOCIAL SKILLS	10%	4	Based on what you have researched and learned about our organization, what do you think are the most important personality traits for your staff? For your board members? What is your stereotype of a successful architect?	Does the candidate demonstrate the sort of gravitas needed by an executive director? Focus on what is possible, not the archetype of the kind of person you have seen in this role in the past.
KNOWLEDGE OF AEC INDUSTRY	10%	2	AIA works closely with allied groups from related organizations, such as engineers and landscape architects, etc. If you had this job, how would you go about building relationships with these other industries, and how would you prioritize the most important relationships? Why?	This is the chance for them to demonstrate their strategic thinking on building relationships to help the chapter. Focus less on whether you agree with their analysis, and more on when you push them for "why" they made the decisions they did. Perhaps most importantly, did they demonstrate an understanding of the AEC industry, or the power dynamics inside of it? Did they know something you didn't know yourself?
LEADERSHIP	20%	5	Describe your leadership style in past roles where you have supervised staff. Describe your leadership style in relation to a board of directors. If this role would be your first time in a supervisory or board/ED role, speculate on how you would lead this organization. Extrapolate your leadership style from other experiences.	Many excellent AIA component leaders did not have a job reporting to a board of directors before this one. Do not penalize someone for this lack of experience, and instead focus on what you perceive as their self awareness in terms of their leadership style. You may wish to probe to find out what they would do if they inherit employees who are not compatible with their preferred leadership style.
EVIDENCE OF THEIR RESEARCH OF CHAPTER	20%	3	Hopefully you have learned a lot about our organization through your research and preparation. If you were here in the role of a management consultant, what 2-3 things would you recommend that we do differently than we have historically?	This is an opportunity for a deep discussion, and to also find out how much they are interested in this job. If they really feel they have something to contribute, the volume of their research should be evident. Also, you can poke at their recommendations and see how deeply they have thought about the situation of the component.
ANALYTICAL SKILLS: QUESTIONS FROM THE CANDIDATE	5%	5	We requested that you attend this interview armed with questions you have for the search committee. Anything is on the table, and we are very interested in your thoughts and questions about us.	This is a chance to evaluate their analytical skills, but also to gauge where the search committee might have left gaps in their own preparation. Questions from the candidate are also a great way to learn more about their values, priorities, and what they want out of this job.
X Factors	5%	4	not applicable	Was there anything you learned about the candidate that was not captured in the formal list of questions? Did you notice that the candidate seems to think on their feet exceptionally well? Did they reveal some nugget of experience that now seems likely to help them excel in the job?
	100%	3.85		

Examples of a Fair and Open Selection Scoring Rubric

Fair Compensation Considerations

But it don't mean a thing....

- None of this matters without a matching compensation package that satisfies the candidate and the board making the decision
- Associations like ours can't always offer the highest salary, so consider other benefits you can offer, like progressive family leave or WFH flexibility
- Find the nexus of value for the members and the mix of compensation and benefits in negotiation for the candidate who meets the chapters' needs.



Thank you.

For questions, comments, or to request any of these documents:

David Southerland: dsoutherland@aiag.org

Subject: Equitable Hiring