

American Society of Home Inspectors®

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A Guide to  
Leadership  
Roles and Responsibilities



## **Governance: The Board's Responsibility**

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1. Define and safeguard our mission and values.
2. Select, support, evaluate and establish compensation for the chief executive officer.
3. Establish long-term direction through a strategic planning process.
4. Promote and ensure financial viability through budgeting and financial oversight.
5. Promote and ensure the quality of organizational services.
6. Monitor the effectiveness of major programs and take appropriate action to support organizational excellence.
7. Promote positive external relationships with the public and government, media, and business communities.
8. Ensure the organization meets legal requirements.
9. Take responsibility for effective governance including leadership recruitment, selection, orientation, structure, procedures, relationships, and periodic self-evaluation.
10. Act with the utmost integrity on behalf of the organization's best interests.

## **Board of Directors**

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*Basic Function:* To establish and monitor Society policy. To achieve this goal, the Board utilizes ASHI's various committees and the chief staff officer, who is responsible for the execution of policy and for the prudent and creative operations of the Society.

*Specific Responsibilities:*

1. Establishing long-term organizational objectives and deciding on overall policy affecting strategies in the achievement of objectives.
2. Evaluating short and long-term performance of the various committees to determine whether policies are being carried through and goals are being achieved.
3. Critically reviewing, approving, or disapproving proposals in policy areas, such as major capital needs/expenditures, membership categories, annual budget, audit, and so forth, as well as providing formal recognition and acceptance of committee decisions when related to operational concerns.
4. On a regular schedule, receiving reports on the Society's performance, program development, external factors, issues, etc.
5. Helping keep the Society attuned to the external environment in which it operates.
6. Promoting the Society with current and potential members and working to secure new members of the Society.

## **Member of the Board of Directors**

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Each individual Director—

1. Is committed to the mission and values of the organization.
2. Understands and observes the respective roles and responsibilities of the Board and CEO.
3. Treats other Board members, the CEO and staff professionals with respect.
4. Participates actively, through attendance, questioning, counseling and speaking out.
5. Acts and votes on behalf of the broad mission and long-term interests of the organization, not on the interests of a single constituency.
6. Comes well-prepared to meetings.
7. Takes advantage of opportunities to become more educated about the organization and its environment.
8. Enhances external communication by bringing important outside views to the Board, and in turn communicating Board and organizational policies to key external constituencies.
9. Avoids conflicts of interests, but if they are unavoidable, discloses conflicts and follows Board policies for removal from a discussion and/or vote.
10. Respects the confidentiality of deliberations and information provided to the Board.
11. Meets organizational financial obligations as a member in good standing.
12. Once the Board has voted, supports all decisions regardless of personal viewpoint.

## **Performance Standards**

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Each individual Director—

1. Attends all Board meetings, and all committee meetings to which he is Board Liaison.
2. Comes to meetings prepared, asks informed questions and makes a positive contribution to discussions.
3. Actively contributes his or her specific skills, expertise and external influence in order to enhance Board effectiveness and organizational credibility.
4. Respects the confidentiality of the Board room.
5. Supports the decisions and policies of the Board in discussions outside the Board room, even if he or she voiced other views during a Board discussion.
6. Carries out his or her responsibilities in recognition of a legal and fiduciary responsibility to the organization.
7. Discloses to the Board any potential conflict of interest and removes him/herself from discussions where a potential conflict of interest exists.
8. Recognizes the role of management in carrying out Board directives and is careful not to interfere with the functions delegated to management.
9. Takes advantage of opportunities to be educated and informed about the Board and the home inspection profession.
10. Engages actively and honestly in the Board's self-evaluation process.

## President

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*Basic Function:* Represents the entire membership and the best interests of the organization. Exercises personal leadership in motivating other officers, Board members, committee members, staff, and membership. Influences the establishment of goals and objectives for the organization during term of office. Acts as spokesperson and inspirational leader and takes an important part in monitoring and evaluating organizational performance and effectiveness. Works in partnership with chief staff executive as necessary and depends on him/her for appropriate action and guidance.

*Specific Responsibilities:* Within the limits of the Society's bylaws and policies, the chief elected leader is responsible, and has commensurate authority, to accomplish the duties set forth below:

1. Attends and presides at all meetings of the Board of Directors. Coordinates agenda material with chief staff executive.
2. Sees that the Board of Directors and officers are kept fully informed of the conditions and operations of the Society. (The chief staff executive also plays a major part in fulfilling this responsibility).
3. Works with chief staff executive in seeing that basic policies and programs that further the goals and objectives of the Society are planned, formulated and presented to the leadership.
4. Appoints chairpersons of Society committees and task forces, outlines the purpose and duties of these committees and monitors progress.
5. Sees that the organizational structure and policies of the Society come under review regularly with chief staff executive.
6. Supports and defends policies and programs adopted by the Board of Directors.
7. Promotes interest and active participation in the Society on the part of the membership and reports activities of the Board and the Society to members.
8. Presents an annual report at the annual meeting.
9. With the chief staff executive, acts as spokesperson for the Society to the press, the public, legislative bodies and related organizations.
10. In cooperation with those with financial responsibilities, helps develop, recommends and, on approval, sees that the Society operates within an annual budget. Ensures that the Society's finances are audited regularly.

*Relationships:* Responsible to the Board of directors and to the membership for seeing that the programs and policies of the Society reflect the needs and aspirations of the members. Consults and advises the chief staff executive on all matters of Society policies, programs, and finances.

## President-Elect

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*Basic Function:* Assumes the responsibility of the chief elected officer in his/her absence. Assists the chief elected officer in carrying out the functions of that office and performs specific duties designated by the chief elected officer.

The president-elect of the Board is a “president in training.” He or she becomes president in the event the president resigns or the position of president becomes vacant.

*Specific Responsibilities:*

1. Assumes the duties of the chief elected officer in his/her absence.
2. Serves as a member of the Board of directors.
3. Works closely with the Board president to become familiar with the duties and responsibilities of the president’s position.
4. Performs duties assigned by the chief elected officer which may include serving as chair of one or more of the Society committees.
5. Assists the chief elected officer in the performance of his/her duties, whenever requested to do so.
6. Attends annual meeting and special meetings as directed by the chief elected officer.
7. Represents the Society with other organizations as requested by the chief elected officer.

## Vice President

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*Basic Function:* To maintain leadership continuity by performing the duties of the Board president in his and the president elect's absence.

*Specific Responsibilities:*

1. Serves as a member of the Board of directors and attends all meetings.
2. Works closely with the Board president to become familiar with the duties and responsibilities of the president's position.
3. Performs duties assigned by the chief elected officer which may include serving as liaison to one or more of the Society committees.
4. Assists the chief elected officer in the performance of his/her duties, whenever requested to do so.
5. Attends annual meeting and special meetings as directed by the chief elected officer.

## Treasurer

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*Basic Function:* Ensures the integrity of the fiscal affairs of the Society. Serves on the Board of directors and the finance committee.

*Specific Responsibilities:*

1. Ensures that the association maintains accurate financial records.
2. Reviews association financial status on a regular basis to ensure overall fiscal integrity.
3. Works with the staff to review and submit full and accurate financial data to the rest of the Board.
4. Assists the chief staff executive in preparing the organization's annual budget.
5. Ensures that regular financial reports are submitted to the Board of directors and presents an annual financial report to the membership.
6. Submits the financial accounts of the association to an annual independent audit.
7. Performs other duties assigned by the chief elected officer, which may include serving as chair of one or more committees.
8. Represents the Society with other organizations as assigned by the chief elected officer.

## Secretary

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*Basic Function:* Serves on the Board of Directors and is responsible for providing an accurate written account of actions taken at meetings of the Board and annual meeting of members.

*Specific Responsibilities:*

1. Ensures the accurate recording of actions taken by the Board of directors and members.
2. Oversees the process of voting by the Board of directors and by the membership.
3. Oversees the Policy & Procedures Manual at all Board meetings.
4. Performs other duties assigned by the chief elected officer, which may include serving as liaison to one or more committees.
5. Represents the Society with other organizations as requested by the chief elected officer.

## **COR Chapter Representative**

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*Basic Function:* To provide their constituency with a representative to participate in the governance of the Society and to communicate with Leadership.

It is preferred that the COR representative be the Chapter President. If a second or third COR representative is designated based upon the size of the chapter it is preferred that the subsequent COR representatives also be from Chapter leadership, i.e., Vice President, Secretary, etc. If the COR representative is not a chapter officer then the COR representative should be elected by majority vote of the chapter.

*Specific Responsibilities:*

1. Respond in a timely manner to requests for input from the COR Speaker.
2. Communicate to membership Society matters for comment.
3. Communicate consensus opinion (not personal opinion) of the constituency membership on Society matters to the COR Speaker for presentation to the Board.
4. Become familiar with the Society Bylaws governing the purpose and procedures of the COR and the ASHI Strategic Plan. Understand COR and Board functions in the Society.
5. Participate in COR Committees as requested by the Speaker.

## Committee or Task Force Chair

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*Basic Function:* Supervises the members and activities of the committee to ensure that it meets its goals and objectives.

The job of the committee chairperson is to facilitate the work of the committee by helping members stay focused on the issues, reach decisions and make recommendations. The chairperson needs to work closely with the staff liaison and president throughout his term.

*Specific Responsibilities:*

1. Call and preside over all meetings of the committee
2. Assists in developing the committee objectives.
3. Informs committee members of objectives and their expected individual contributions and responsibilities.
4. Assists the chief elected officer in making committees member appointments.
5. Works with staff liaison to prepare meeting agendas and distribute relevant information to all members prior to the meeting.
6. Presides over committee meetings to ensure adherence to the major issues and purposes.
7. Assists the chief elected officer in identifying potential leaders among the committee members.
8. Encourages active participation by committee members in the activities of the association.
9. Prepares committee status reports for the association leadership.

## **Committee or Task Force Member**

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*Basic Function:* Attends all meetings of the committee, prepares committee assignments, and works toward the fulfillment of the committee objectives.

The role a committee member plays is an important one. The success of the committee depends on the contributions made by each member of the committee.

*Specific Responsibilities:*

1. Attends all meetings of the committee.
2. Carries out individual assignments that are made by the committee chair.
3. Reviews all relevant material prior to the committee meetings. Prepares to make contributions and voice objective opinions concerning the committee issues.

## **COR Speaker**

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*Basic Function:* Preside over all Council Meetings and report majority consensus opinion of the membership to the Board on Society matters. The Speaker is a facilitator and should report consensus membership opinion, as relayed by the COR representatives, to the Board, not personal opinion.

*Specific Responsibilities:*

1. Preside over Council meetings and attend all Board of director meetings as an invited guest. Report to the Board COR input on requested matters. The alternate speaker shall attend Board meetings in the event of the Speaker's absence.
2. Be familiar with the Society Bylaws governing the purpose and procedures of the COR and the ASHI Strategic Plan. Understand COR and Board functions in the Society.
3. Be familiar with the ASHI COR Organizational and Procedural Guidelines for Conducting Council Business (final revision dated 1-29-96).
4. Appoint COR Committee Chairs per the Organizational and Procedural Guidelines and ensure that committee business is performed in a timely manner. In the event of Committee chair non-performance or other good cause, the Speaker may remove a committee chair and appoint an alternate without notification of the COR.
5. Ensure that the Director Nominating Committee and Officer Nominating Committees are filled by volunteer slate and voting on the committee members by the COR.
6. Obtain input from the COR on matters as requested by the Board.
7. Present proposals to the Board based upon consensus of the COR.

## **Alternate COR Speaker**

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*Basic Function:* Assumes the responsibility of the COR Speaker in his/her absence. See COR Chapter Representative function for other duties.