

4 - Staff

- Overall Responsibilities (p2)
 - Positions (p2)
 - Employer of Record (p2)
- Executive Director (p2)
 - Hiring an Executive Director (p2)
 - Executive Director Job Description (p3)
 - Overview of Executive Director Responsibilities (p4)
 - Annual Review Process (p6)
- Administrator (p8)
 - Overall Duties (p8)
 - Annual Review Process (p9)
- Administrative Assistant (p10)
- Employment Agreement (p11)

● Overall Responsibilities

While CACVT is still primarily a volunteer association, having full time staff provides continuity as leadership changes, a focal point for the association's energies, an understanding of goals and missions of the association, and stability for all dealings with the association. While the goal and focus of the staff is to carry out the objectives of the Executive Board, constant, cognitive evaluation of the balance of duties between the staff and the volunteers will ensure success.

The Executive Director shall be empowered to work through the details of administering and bring association objectives to fruition. An association with a strong, permanent, full-time staff leader is less likely to face routine major interruptions in its operations that normally occur with the cycle of volunteer leadership.

The Staff is designed to support the Executive Board. If a dispute arises amongst the Executive Board or other officers, it is the Board's responsibility, as leaders, to initiate conflict/resolution of the dispute. The Executive Director may offer advice, if requested; however the Director is not to initiate or generate resolution. (Contact the CACVT office for reference articles concerning this topic.)

o Positions

The following are general outlines for the positions. Staff will delineate the specific duties based on individual talents and number of positions filled.

- ❖ Executive Director
 - Association objectives are brought to fruition
 - Salaried
- ❖ Administrator
 - Conference/CE, Membership, Volunteer Coordinator
 - Office Support
 - Salaried
- ❖ Administrative Assistant (future possibility as funding allows)
 - Secretarial Duties
 - Hourly

o Employer of Record

The Colorado Veterinary Medical Foundation is the employer of record. Thus the CACVT staff is to adhere to the Employee Manual and follow all rules and regulations with respect to the code of employment and conduct in the facility.

In return, the staff also benefits from the employee benefits to the fullest extent allowed.

Addition to the CVMF Employee Manual: Employee Conduct: Dress Code: page 13 of revised December 2007 version:

As a visual representative of CACVT, body piercing and tatoos must be appropriate based on conventional style and should not be contrary to the image of a conservative association.

● Executive Director

o Hiring an Executive Director

A task force of at least three people, one being a current Executive Board member (if appropriate), will be assigned by the Executive Board to advertise, receive, and review the resumes. An initial phone interview will be conducted of all prospective applicants. The top candidates will then be asked to come to the office for a personal interview. The final decision of hiring will be at the discrepancy of the task force.

The CACVT Executive Board will determine compensation for the Executive Director. Initially, a three-month review will be performed and then an annual review thereafter as defined under "Annual Review."

The Executive Director is an employee of CACVT at a salary established by the CACVT Executive Board. However, as of May 2007, the employee of record is the Colorado Veterinary Medical Foundation (CVMF). Thus the Executive Director will follow the employee guidelines established by the CVMF.

o Executive Director Job Description

The Goal of the Executive Director is the advancement, development, and administration of the Colorado Association of Certified Veterinary Technicians and the veterinary technician profession in general.

The Executive Director is a non-elected, non-voting member of the Executive Board.

The Executive Director is accountable to the Executive Board, but may delegate responsibilities and authority as necessary to effectively administer to the association.

The position will include, but not be limited to:

- ❖ Executing the mission of the association and the directives of the Executive Board.
 - Serve as an advisor and perform administrative work in conjunction with association business.
 - Manages the affairs of the association, including policies, strategic plans, and committees.
 - Facilitates and coordinates relationships with other state and national associations.
 - Serve as an advisor for new officers.
- ❖ Communication
 - Manages all aspects of publications, collateral materials and the Association & Leadership manual.
 - Maintain cooperative relationships with:
 - All associations involved in or influencing the veterinary profession.
 - Industry, government and public service organizations that are in the best interest of the association.
- ❖ Finances
 - Is involved with all financial affairs of the association.
 - Works with Finance Committee in making financial recommendations and assists in forming the annual budget.
 - Follows safe financial and checks and balances protocols.
 - Manages reports and payments to the IRS and Secretary of State.
 - Maintain reports with the CVMA/CVMF pertaining to the shared expenses.
 - Oversee all other financial aspects such as sponsorship
- ❖ Facilitation / assistance to Executive Board, Committee Chairs, and Chapter Coordinators
- ❖ Liaison to Certification Branch
- ❖ Office Maintenance / Hiring. The Executive Director:
 - Makes recommendations to the Executive Board regarding staff.
 - Oversees all aspects of staff positions.
 - Is responsible for all aspects of the association's office management and efficient operation.

Qualifications

Minimum education/experience requirements

Education/Experience:

- College Degree.
- Knowledge of association management and/or business experience. Marketing experience a plus.
- Management skills for both people and projects.
- A general understanding of the profession.
- Volunteer experience.

Communication Skills:

- Must have strong writing and oral skills and be comfortable with public interaction.
- Have the ability to relate to a wide variety of people in a gracious, friendly, and professional manner.

Computer Skills:

- Working knowledge of basic computer software packages (primarily Microsoft Office) and data bases.
- General overall comfort with using the computer and Internet.

o Overview of Executive Director Responsibilities

The position will include, but not be limited to:

- ❖ Executing the mission of the association and the directives of the Executive Board.
 - Serve as an advisor and perform administrative work in conjunction with association business.
 - Has the responsibility to manage the affairs of the association in keeping with the policies, programs, and budget established by the Executive Board.
 - Recommends and participates in the formation of new policies and is able to make decisions within existing policies that have been approved.
 - In charge of the administration of the strategic plan. Follow up on the completion of functional objectives and include this information in a year-end report.
 - Is an ex-officio member of all committees; however, will not necessarily be directly involved with all committees, but will have an understanding of their activities.
 - Facilitates and coordinates relationships with other state and national veterinarian and technician associations.
 - Serve as an advisor and provide resources for new officers.
 - Understands the affiliation to CVMF as it relates to being the Employer of Record.

- ❖ Communication
 - Newsletter Managing Editor.
 - Act as the Managing Editor for the *Techniques* Newsletter and all other publications.
 - Coordinates with the Administrator to provide quality publications.
 - Oversees the updating and reprinting of association brochures, directory, and other collateral materials.
 - Oversees compiling and distribution of Association & Leadership manual to appropriate members.
 - Maintain cooperative relationships with:
 - All associations involved in or influencing the veterinary profession
 - Industry, government and public service organizations that are in the best interest of the association
 - Schools
 - Assists or serves other associations / organizations as appropriate to have a basic understanding of what they are doing. Such as:
 - State veterinary technician programs and coordinators
 - Associations such as CVMF, CVMA, DAVMS, ACVIM, AAHA, NAVTA, VHMA, MDSA, CLSD, etc.
 - Governmental or legislative agencies such as PACFA or the Animal Legislative Welfare Committee
 - Attends Colorado State Board of Veterinary Medicine meetings
 - CVMA Leadership Conference by attending meetings as directed by the Executive Board

- ❖ Finances
 - Aids the treasurer in accounting of all financial affairs and work at his/her direction in accordance with the proposed budget established by the Finance Committee and approved by the Executive Board.
 - Provides input for the Treasurer and Finance Committee Chair in the preparation of the association's annual budget.
 - Attend financial committee meetings.
 - Ensure that all funds, physical assets, and other property of the association are properly safeguarded including, but not limited to, the association's checks and balances protocols.
 - Evaluates and makes yearly recommendations to the Finance Committee regarding the cost of membership.
 - Manages reports and payments to the IRS if appropriate.
 - Communicates with the Secretary of State pertaining to the Not-For-Profit status of the association.
 - Maintain reports with the CVMA/CVMF pertaining to the shared expenses.
 - Oversee all other financial aspects such as sponsorship and allocating funds from corporations, businesses, etc.; prepare invoices and collect on services rendered; and establishing charges for services rendered by the association office.

- ❖ Facilitation / assistance to Executive Board, Committee Chairs, and Chapter Coordinators
 - Executive Board

- Facilitates leadership training and provides resources to volunteers.
 - Organize and assist with coordination and preparation of meetings as deemed appropriate.
 - Aid President and Secretary in establishing meeting agendas and subsequent minutes.
 - Understand “Robert’s Rules of Order” to assist the President and Chairs with protocols.
 - Has an understanding of the association’s Bylaws, Articles of Incorporation, and the Colorado State Board Practice Act.
 - Provides a “State of the Association” report for presentation at the annual General Membership meetings.
 - Conference Committee
 - Coordinate positive outcomes as perceived by the Administrator.
 - Coordinate positive outcomes as related to the CVMA fall convention CE track for technicians.
 - Ethics Committee
 - Communicates with the Chair regarding ethics issues, and remains impartial to cases forwarded to the Ethics Committee or the State Board of Veterinary Medicine. Respect the States’ confidentiality policy.
 - Provides appropriate information for technicians to attend the State Board meetings.
 - Aids committee in making amendments to Bylaws.
 - Obtains counsel or other professionals’ assistance as needed.
 - PR Committee
 - Supports committee in all aspects, especially with communication pieces.
 - Assists in establishing and reviewing Return-On-Investment of PR events.
 - Emergency Management Committee
 - Assists the Chair in establishing the fundamentals of the committee
 - Assists with the coordination with other emergency management agencies
 - Chapters
 - Assists the Chairs in all areas of chapter management
 - Assists in coordinating programs and communication issues as needed
 - Other Allied groups
 - Attends CVMF and CVMA Board of Directors meetings if designated volunteer cannot.
 - Assists liaison and/or serve as liaison if needed.
- ❖ Liaison to Certification Branch
 - Testing Committee
 - Assist the Testing committee as needed.
 - Continuing Education Committee
 - Assist where appropriate with record maintenance and communication with members about procedures and policies established.
- ❖ Office Maintenance / Hiring. The Executive Director:
 - Makes recommendations to the Executive Board regarding structure, manpower, and equipment necessary to carry out policies.
 - Advises the Executive Board on staff needed to offer the best support to the board, committees, chapters and general membership.
 - Is the recognized supervisor of the association staff, and bears the responsibility for the implementation of plans identified in the strategic plan, mission statement; as well as goals established by the Executive Board.
 - Oversees all aspects of staff positions including, but not limited to, hiring, training, and general guidance/oversight, discipline, reviews, hours and salary/benefits/raises.
 - Is responsible for all aspects of the association’s office management and efficient operation.
 - Maintains appropriate computer back-up system.

o Annual Review Process of Executive Director

The current President will appoint a review task force (RTF) consisting of him/herself and at least 3 other people, in the opinion of the President, who are familiar with the Executive Director's work and capable of offering an unbiased account of job and process.

The evaluation forms will be given out by May 1. The RTF and the Executive Director (self-review) will return their forms to the President no later than May 15th. The President will then compile all the results together and submit one report back to the Executive Director. The President will answer any questions from the review.

These deadlines are significant because of the CACVT budget reviewed at the Strategic Planning Session. If by May 15th not all the forms have been returned, the President shall appoint others to fill the RTF. The new appointees shall have until May 25th to return the evaluation forms to the President.

If the President, in the opinion of the Executive Director, is not fulfilling this role, the current Vice President will be appointed as head of the RTF and the above process will follow.

The Executive Director's review will be conducted around the first of June. Any subsequent raise will go into effect July 1 (or closest corresponding pay period). The President will work with the Financial Committee to ensure that the proper amount is in the budget.

Evaluate the performance and accomplishments using the following groupings:

- 5 = exceptional:** Consistently, over time, performs the task/duty in an exceptional manner; significantly exceeds expectations with exceptional quality, quantity, and timeliness of work; significantly exceeds all objectives, always achieves exceptional results well beyond those expected of the position/task/duty.
- 4 = exceeds:** Consistently exceeds the normal expectations for the task/duty; exceeds expected criteria for quality, quantity, and timeliness of work; exceed goals and objectives; achieves results beyond those expected of the position.
- 3 = meets:** Consistently performs the task/duty in a fully capable manner; meets all expected criteria for quality, quantity, and timeliness of work; including meeting goals and objectives.
- 2 = marginal:** Performs the task/duty in a capable manner; meets some goals and objectives but requires improvement in quality, quantity, and timeliness; may require overall evaluation of this task to see if it's appropriate and/or what improvement needs to be made.
- 1 = unsatisfactory:** Unacceptable performance, suggesting lack of willingness and/or ability to perform task. Evaluation of task and position required

1. Communication

Effectively presents, exchanges, and receives information both orally and in writing. Promotes mutual understanding, respect, and productivity. Appropriately expresses opinions. Keeps others informed. Provides appropriate support for decisions. Available and accommodating as needed.

- | | |
|---|-----------|
| A. Interaction with Executive Board Members | 1 2 3 4 5 |
| Comments: | |
| B. Interaction with Committee Chairs | 1 2 3 4 5 |
| Comments: | |
| C. Interaction with Chapter Chairs | 1 2 3 4 5 |
| Comments: | |
| D. Interaction with membership | 1 2 3 4 5 |
| Comments: | |

2. Organizational Relationships

Executes direction and plans. Keeps appropriate individuals informed and submits appropriate data/reports. Works effectively with leadership and peers. Profits from constructive criticism.

- | | |
|---|-----------|
| A. Interaction with Executive Board Members | 1 2 3 4 5 |
| Comments: | |
| B. Interaction with Committee Chairs | 1 2 3 4 5 |
| Comments: | |
| C. Interaction with Chapter Chairs | 1 2 3 4 5 |
| Comments: | |
| D. Interaction with membership | 1 2 3 4 5 |
| Comments: | |

3. Professionalism

Attendance, timeliness, appropriate dress, appropriate attitude and presentation. Dependability.

1 2 3 4 5
Comments:

A. Maintains appropriate relationships with allied organizations such as CVMA, NAVTA, and State Board of Veterinary Medicine. Represents CACVT in the proper fashion. 1 2 3 4 5

Comments:

B. Maintains appropriate relationships with corporate sponsors (e.g. Pfizer, Fort Dodge). Represents CACVT in the proper fashion. 1 2 3 4 5

Comments:

4. Job Knowledge and Technical Application

Displays knowledge and expertise of CACVT. Maintains or oversees appropriate records of all activities (including data base). Keeps knowledge current. Improves supervisory skills through internal and external training programs. 1 2 3 4 5

Comments:

5. Administration

Ability to manage association consistent with CACVT policies and procedures. Maintains effective checks and controls over areas of responsibility. Overall effectiveness for all aspects of the association to function smoothly.

Flexibility in schedule. Ability to handle assigned duties and meet deadlines. 1 2 3 4 5

Comments:

A. Ability to manage staff in an appropriate and beneficial manner to all. 1 2 3 4 5

Comments:

B. Work Production: Ability to manage multiple programs and events in timely and effective manner.

Produces thorough, high quality work with minimal errors in a timely fashion. Seeks to expand capabilities and acquire new responsibilities while managing multiple work assignments. 1 2 3 4 5

Comments:

6. Specific tasks/goals

Accomplished defined yearly goals. Worked with the appropriate people or utilized the appropriate channel to achieve outcomes. Continue with ongoing goals providing appropriate feedback and progress reports. 1 2 3 4 5

Comments:

A. Expense Control and Reduction

Tracks and adheres to financial plan. Makes sound recommendations and decisions considering cost/benefit.

Accurate estimation of expense levels and accounting. Innovative ideas to reduce unnecessary expense. 1 2 3 4 5

Comments:

B. Committees

Supports Committees in achieving their individual missions and provides direction for achieving committee goals.

Monitors progress appropriately. 1 2 3 4 5

Comments:

C. Newsletter/Web site

Monitors progress of newsletter and Web site, taking into account feedback from membership. Provides appropriate information in a readable style and timely delivery. 1 2 3 4 5

Comments:

D. Additional Activities

Has supported any additional activities or associations that CACVT has partnered, including, but not limited to MDSA, CLSD, legislative affairs, and other associations or corporate partners. Has responded in the appropriate manner under the guidance of the Executive Board. 1 2 3 4 5

Comments:

Range of scoring: total 20 to 100

Take average from all evaluations. If any areas are not consistent among evaluators, the President shall use his/her discretion to determine the most appropriate evaluation.

Score = 65 or less = cost of living (based on Denver consumer rating)

66 to 78 = 2% plus cost of living

79 to 88 = 3% plus cost of living

89 to 98 = 4% plus cost of living

99 or 100 = 5% plus cost of living

● Administrator

This position is current for a full-time, salaried employee. While the Administrator is not officially a member of the Executive Board, (s)he will be asked to provide a report for all Executive Board meetings and is encouraged to attend on a regular basis.

The Executive Director will oversee all aspects of the hiring process of the Administrator and may consult with the Executive Board, the HR director of CVMF, or any other appropriate individuals as deemed necessary.

The Administrator is an employee of the CACVT association at a salary established by the Executive Board and the Executive Director. As of May 2007, the employer of record is the CVMF. Thus, the Administrator will follow the employee guidelines established by the CVMF.

The Administrator may delegate responsibilities and authority as necessary to effectively administer to the association, although remains accountable to the Executive Director and the Executive Board.

o Overall Duties

Summary of Position

The primary objectives of the Administrator are to oversee the development of association services for individual members including association membership, coordinate with the CE committee, manage the Conference committee assuring a positive cash flow from events, and promotion and oversight of volunteerism.

The job will include, but not be limited to:

- ❖ Assisting the Executive Director in carrying out all aspects of the association as governed and directed by the Executive Board and Committees.
- ❖ Membership Services
 - Maintain an accurate database with records of the members of the association.
 - Supply information to members regarding meetings, continuing education programs, and all activities of the association.
 - Inform members of benefits offered by their association (examples include, but are not limited to: insurance, continuing education classes, membership participation, opportunities for personal growth, Responsibilities Brochure, networking opportunities, job placement, liaison to other associations, communication).
 - Answer phones, return calls, return e-mails, process all correspondence, and relay information to appropriate individuals.
 - Maintain association files, some web site data areas, and historical documents.
 - Individual mailings sent in a timely fashion, with the aid of volunteers.
 - Increase membership by tracking, measuring, and following trends.
 - Marketing to members
- ❖ Continuing Education
 - Attend meetings to ensure the best communication possible (agendas/minutes) and positive outcomes.
 - Coordinate with the volunteers to ensure timely distribution of CE records from members and notification from the volunteers.
 - Assist where appropriate with record maintenance and communication with members about procedures and policies established.
 - Coordinate with people offering CE to the members.
- ❖ Conference Committees
 - Attend meetings to ensure the best communication possible (agendas/minutes) and positive outcomes.
 - Coordinate with the committee members to ensure the organization of all aspects of conferences, such as facilities, speakers, advertisement, attendees, and follow up.
- ❖ Volunteer
 - Work with the CACVT leadership to design volunteer positions / projects.
 - Encourage participation through coordinating volunteers.
 - Advertise / recruit volunteers for desired positions.
 - Coordinate volunteers with activities and oversee general process (although the specifics of the project will be overseen by the appropriate committee).
 - Follow-up with volunteers for feedback.

- ❖ Chapter support
 - Organize / develop new chapters and provide support to existing chapters.
 - Be the liaison between CACVT Ex Board / Staff and Chapter Chairs.
 - Coordinate Chapter activities / meetings with Chapter Chair (examples are chapter elections, fundraisers, teambuilding activities, public education events, booths at events, meeting forms and other misc. paperwork).
 - Assist Chapter to form mission statements, set up yearly budgets, yearly goals, membership directories, regular meetings, etc.
 - Handle any money to be transferred between Chapter and CACVT.
 - Help with Chapter PR (coordinate with CACVT PR committee if appropriate).
 - Attend Chapter meetings whenever possible.

- ❖ General Office Assistance
 - Maintain all communication with members and interested parties via phone, e-mail, mail, or fax.
 - Process incoming funds (by cash, check, or credit card processed through Paypal) and coordinate checks and balances with Executive Director.
 - Publishing.
 - Newsletter Managing Editor: Work with the Executive Director to design and publish the *Techniques* Newsletter.
 - Assist with design and distribution of other association publications.
 - Organize a calendar year containing events appropriate to the association.
 - Coordinate the updating and reprinting of association brochures and materials with current logo and accurate information.
 - Have some basic Web site maintenance duties.

- ❖ Qualifications (Minimum education/experience requirements)
 - **Education/Experience:**
 - College degree preferred
 - Some knowledge of association management and/or business experience. Marketing experience a plus.
 - A general understanding of the profession
 - Volunteer experience
 - **Communication Skills:**
 - Must have strong writing and oral skills and be comfortable with public interaction.
 - Have the ability to relate to a wide variety of people in a gracious, friendly, and professional manner.
 - **Computer Skills:**
 - Working knowledge of basic computer software packages (primarily Microsoft Office) and data bases.
 - General comfort with using the computer and Internet.

- ❖ Other aspects
 - **Travel:**
 - Some travel is required, all within Colorado
 - **Interpersonal Skills:**
 - Ability to be flexible and integrate multiple responsibilities
 - Able to work with others, as well as independently
 - Ability to work a flexible schedule with some evening and weekend hours

o Annual Review Process of the Administrator

The annual review of the Administrator will be conducted by the Executive Director following a similar format to the review process of the Executive Director and as directed by CVMF. The Executive Director will seek input from appropriate Board and Chair members to make final assessments. The review will be done around the hiring anniversary date. Appropriate compensation may be made at that time depending on budget allotments, or may be referred to July 1, the beginning of the fiscal year.

● Administrative Assistant

The Executive Director will oversee all aspects of the hiring process of the Administrative Assistant and may consult with other staff, the Executive Board, the HR director of CVMF, or any other appropriate individuals as deemed necessary.

This person is an employee of the CACVT association at a salary established by the Executive Board and the Executive Director. As of May 2007, the employer of record is the CVMF. Thus, the Administrative Assistant will follow the employee guidelines established by the CVMF.

Summary

- 90 day trial period, then re-evaluation
- Depending on need, this position can directly assist the Executive Director, the Administrator, or both.
- Hours: 15 /week (minimum) to 25 / week (maximum), dependent upon work available and budget
- Initially: \$10/hr, no benefits. However, any travel-related expenses will be reimbursed

General duties will include, but will not be limit to:

- Answering phones
- Processing physical mail
- Responding to e-mail
- Filing and organizing
- Data entry
- Copying / postage / mailings
- Relaying al pertinent information to the Administrator
- Any other assistance to Administrator as deemed appropriate

Desired skills are:

- Phone skills
- Computer skills, specifically Word, Excel, Access
- Attention to detail

Budget

- Hourly wage, starting at \$10 with an increase after 90 days if warranted, then yearly if warranted
- Workman's Comp

Training

- All training will be done by either the Executive Director or the Administrator

Review Process

- Designed to gauge the progress of the individual and what has been done to benefit the association.
- See if salary is appropriate for duty.
- Annually or as appropriate. Salary increase may or may not coincide with review.
- Should be written and filed so that a comparison can be made every year.

● Employment Agreement

Date: _____

Employment agreement between Colorado Association of Certified Veterinary Technicians (CACVT) and _____.

I agree to start employment on _____.

My position will be full-time / part-time (circle one) with the title of _____.

I understand that this employment will be considered probationary until I have received a favorable review at the end of a 90-day introductory period.

I understand that the employer of record is the Colorado Veterinary Medical Foundation (CVMF) and that I am to abide by their employment agreement. However, the direction and review of this position will be up to the discretion of the CACVT.

I have been provided with a copy of the Leadership Manual containing association guidelines, policies, and information needed for my position. I understand that I am an “at will” employee under Colorado law.

I understand and agree to review this material and abide by the policies set forth therein. I also understand that information may be added, deleted, or changed at any time. My job description is a general outline of my expected job duties, but that other duties may be assigned as necessary.

Resignation: I understand that should I decide not to continue employment, it is desired that:

- 1) A minimum of 2 weeks notice be given.
- 2) A letter of resignation with reasons for resignation be submitted to the current Administrator who shall pass it on to the current President of the Executive Board (who shall then notify the entire Board).
- 3) If my performance has been satisfactory, a letter of recommendation will be written upon request by the CACVT Executive Director, Administrator, or President (whoever is most appropriate).

Employee’s Signature: _____ Date: _____

Employer’s Signature: _____ Date: _____