

ARRL CEO Screening Committee Report to the Board of Directors

The ARRL CEO Screening Committee (CEOSC) was charged with the responsibility of developing proposed processes for obtaining and screening Curriculum Vitae from interested candidates. This included advertising language, timelines, process benchmarks and transition considerations. To that end, this report is submitted for board consideration and approval.

PLAN CONSIDERATIONS

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COMMITTEE MEMBERS AND CONSULTANTS

Jim Pace, chair	Gary Buxton, consultant
Kay Craigie, member	1rst VP Rick Rodrick, consultant
Dr David Woolweaver, member	Treasurer Rick Niswander, consultant
Dick Isley, member	Marty Woll, consultant
Greg Widin, member	
David Norris, secretary	

TIMELINE

Sep 30	Closing Date for applications
Nov 2	CEOSC completes review of applications, selection of semi-finalists based on written submissions
Nov 13	CEOSC completes Skype interviews of semi-finalists
Nov 16	CEOSC completes selection of three finalists
Wk Nov 16	CEOSC presents finalists to Board in a face-to-face meeting. Note: Article 4 of the Articles of Association, the last sentence of which says: Special meetings of the Board shall be called by the President upon written request of a least one-half of the membership of the Board as then constituted.
Nov 23	Board ranks candidates in order of preference and President Craigie and Chair of the CEOSC along with Legal Counsel, ARRL HR and ARRL Treasurer begins the process of tendering an offer.
Dec 1	Target for the transition process to begin.
Jan 15-16	ARRL Board annual meeting, attended by new CEO Designee.

NOTE: Because of the Thanksgiving Holiday, the actual Board face-to-face meeting may have to be adjusted to meet the availability of candidates.

PROCESS OF EVALUATION

In order to provide an efficient process of evaluation of submitted resumes, the CEOSC establishes the following procedures which shall be aligned with the established timeline:

1. Applications which should include – cover letter, resume and references - are to be submitted via email to:

ARRL

Attn: Monique Levesque

Email: mlevesque@arrl.org

(It is expected that the position information would be posted on a separate webpage with links to and from the “Employment Opportunities” page normally used by ARRL Human Resources)

2. Upon Receipt the applicant’s documents will be electronically distributed to:
 - Members of the CEOSC
 - All Division Directors
 - Volunteer Officers (President, first and second Vice Presidents and International Vice President and Treasurer).
3. Applicants will be evaluated by members of the CEOSC, and a minimum of 3 candidates shall be submitted to the Board of Directors.
4. Evaluations may include but are not limited to: Review of documents, interview of applicants and of reference verification.
5. All recipients of applicant material shall keep said material **‘confidential’**. Additionally, no Director, Officers or member of the CEOSC will discuss or share any of the documents of any applicant, with any other applicant, ARRL Staff members or persons outside of the ‘official distribution list’ established in item 2 of Process of Evaluation. All persons who will receive the applicant materials, **must receive and explicitly acknowledge in writing that they have read, understood and will follow the guidelines pertinent to applicant confidentiality.**

DETAILED JOB DESCRIPTION

JOB DESCRIPTION

<u>Position:</u>	Chief Executive Officer
<u>Classification:</u>	Exempt
<u>Salary Range:</u>	Commensurate with experience
<u>Reports to:</u>	Board of Directors and the President

Summary of Position:

The Chief Executive Officer is responsible for leadership and management of staff, planning and tracking financial results and corporate compliance, maintaining effective member interface and service levels, monitoring regulatory developments and directing advocacy and public-relations efforts in support of Amateur radio domestically and worldwide, and working with the Board of Directors, Officers, and other management toward achievement of the League's goals, strategies and plans for the betterment of Amateur Radio.

Essential Job Functions

1. Plan, develop, organize, implement, direct, and evaluate the League's operational performance and fiscal and compliance functions.
2. Participate in the development of the League's plans and programs.
3. Provide leadership and direct Headquarters staff and maintain performance standards in Headquarters operations.
4. Assure the timely and accurate analysis of budgets, financial reports, and financial trends in order to assist the Board and senior management in performing their responsibilities.
5. Assist the President in representing the League with national and international government agencies, other Amateur Radio bodies and other organizations.
6. Enhance and/or develop, implement and enforce practices and procedures of the League by way of systems that will improve the overall operational effectiveness of the organization.
7. Lead the development of effective programs for the promotion and growth of Amateur Radio and provision of services to the League membership.

8. Initiate plans, programs and policies for the advancement of Amateur Radio to be presented to the Board for approval.
9. Work with Officers and Directors in developing plans for League activities.
10. Evaluate and advise on the impact of long-range planning, introductions of new programs, strategies and regulatory activities.
11. Provide the Board with advice and counsel on all aspects of the Amateur Radio Service to guide policy development.
12. Prepare a comprehensive report on the progress and status of the affairs of the League for the regularly scheduled Board meetings.
13. Perform such other duties as the Board may assign.

Knowledge and Skills:

1. Leadership, motivation, monitoring and evaluation of personnel
2. Strategic thinking and a focus on the achievement of organizational goals
3. Problem solving/analysis
4. Decision making and consideration of diverse viewpoints
5. Performance management and effective use of resources
6. Oral and written communication proficiency
7. Effective financial and operational management and oversight
8. Understanding of Amateur Radio and its regulatory and social environment

Required Education and Experience:

1. Bachelor's degree
2. Ten years management and supervisory experience
3. Demonstrated ability in providing effective leadership and management of business operations

Preferred Education and Experience:

1. Master's degree
2. Fifteen years management and supervisory experience
3. Active Amateur Radio operator

CONFIDENTIAL

ASSESSMENT OF THE USE OF SEARCH FIRMS

The mission of most executive search firms will look similar as they promise to work to build a better world by strengthening the ability of mission-driven organizations.

When looking at various search firms, a cost projection must be analyzed to determine if the current cash flow will support the cost and if those expenditures are reasonable and in the best interest of the membership. A normal cost for the use of the typical executive search firm is 25 – 33 percent of the estimate of the first year's salary; including bonuses and commissions.

Contingency search firms do not guarantee to fill positions, but if they do, their fees are often between 20 and 25% of annual compensation. Contingency fees are usually due only after the candidate starts work, so if nobody is hired, no fee is due. Some contingency search firms are even willing to negotiate placement fees, but negotiating lower fees can sometimes result in a lower level of effort being spent on your search and a lower chance of filling it. Contingency based firms tend to specialize in one functional area (like accounting). If a placement does not work out, contingency search firms typically offer replacement guarantees from 30 days up to six months.

Although most search firms want an exclusive right to find candidates (which could eliminate the ARRL from searching on its own) relationships can be negotiated.

There are executive search firms that specialize in 'nonprofit executive searches'; some with great track records. www.bridgespan.com presents a very good 'guide to selecting a search firm'. (Reference to this firm is in *no way* an endorsement of this or any other firm)

Based on its 18 months of conversations with professional executive recruiter Gary Buxton, KOGVT, the CEO SC is pre-disposed to not use professional executive search firms in its quest for ARRL CEO Candidates. But using a professional search expeditor to spread the job opportunity advertising is still under consideration. Further investigation is ongoing on this matter as we talk with our consultants and look for an efficient way to expedite the gathering of candidates.

Note that we have a wide window in which to accept applications. This means we can take stock of the situation a few weeks after the announcement is released. At that point, if we are getting too few applications, we can still hire a professional search expeditor to increase the number of applicants.

So, starting without any sort of professional recruitment could be a sensible approach, and we will have time to correct the situation if it turns out that Do It Yourself isn't working for us.

TRANSITION PLAN

Although the actual transition plan is not completely within the scope of the CEOSC, the subject did come up at the July Board of Directors meeting. To that end, we submit the following information that has been provided by CEO David Sumner.

“The details of transition will depend greatly on who the Board selects and when they can be available. An in-house candidate will be much easier than an outside candidate. An outside candidate without prior ARRL and Amateur Radio experience will be virtually impossible. I would be willing to enter into a consulting arrangement after my retirement takes effect but will expect to be appropriately compensated” *David Sumner*.

COO Harold Kramer is retiring at the end of February, 2015. Certainly we are not going to replace him until the new CEO is on board and can make his/her own decision about the makeup of the staff officer team.

The forgoing appear to be a reasonable suggestions to transition. Although the transition plan is properly the province of the entire Board, the CEOSC will present an analysis and recommendation for the transition plan for the Board's approval. This will help ensure that the potential pitfalls in the changing of the guard will be minimized.