Contents

About the Benchmarking in Association Management Series 7
Methodology and Respondents 9

Governance 11

Table 1.1 Number of Board Members With Full Voting Privileges at the End of the Last Fiscal Year by Organization Type and Total Annual Budget 13
Table 1.2 Number of Standing Committees by Organization Type and Total Annual Budget 13
Table 1.3 Number of Standing Committees by Board Size 13
Table 1.4 Nomination Procedures for Prospective Board Members by Organization Type and Total Annual Budget 14
Table 1.5 Nomination Procedures for Prospective Board Members by Board Size 14
Table 1.6 Length of Nomination Process by Organization Type and Total Annual Budget 15
Table 1.7 Length of Nomination Process by Board Size 15
Table 1.8 Election Procedures for Prospective Board Members by Organization Type and Total Annual Budget 16
Table 1.9 Election Procedures for Prospective Board Members by Board Size 16
Table 1.10 Percentage of Eligible Members Who Voted in Last Board Election by Organization Type and Total Annual Budget 17
Table 1.11 Length of Time Between Board Member Selection and the Start of Board Service by Organization Type and Total Annual Budget 17
Table 1.12 Length of Time Between Board Member Selection and the Start of Board Service by Board Size 17
Table 1.13 Board Role of CEO/Executive Director by Organization Type and Total Annual Budget 18
Table 1.14 Board Role of Past Board Chair/President by Organization Type and Total Annual Budget 18
Table 1.15 Conditions of Service by Organization Type and Total Annual Budget: Chief Elected Officer 19
Table 1.16 Conditions of Service by Organization Type and Total Annual Budget: First in Line for Chief Elected Officer 20
Table 1.17 Conditions of Service by Organization Type and Total Annual Budget: Past Chief Elected Officer 21
Table 1.18 Conditions of Service by Organization Type and Total Annual Budget: Other Board Members 22
Table 1.19 Frequency and Duration of Full Board Meetings During the Last Fiscal Year by Organization Type and Total Annual Budget 23
Table 1.20  Frequency and Duration of Full Board Meetings During the Last Fiscal Year by Board Size  
Table 1.21  Presence of Formal/Written Board Policies by Organization Type and Total Annual Budget  
Table 1.22  Occurrence of Board Member Removals, Resignations, Conflicts, or Absences Over Last Two Years by Organization Type and Total Annual Budget  
Table 1.23  Occurrence of Board Member Removals, Resignations, Conflicts, or Absences Over Last Two Years by Board Size  
Table 1.24  Use of Board Development, Training, or Self-Evaluation Processes Over Last Two Years by Organization Type and Total Annual Budget  
Table 1.25  Use of Board Development, Training, or Self-Evaluation Processes Over Last Two Years by Board Size  
Table 1.26  Occurrence of Overall Evaluation of Board Performance During Last Two Years by Organization Type and Total Annual Budget  
Table 1.27  Overall Evaluation of Board Performance During Last Two Years by Board Size  
Table 1.28  Presence of Board-Defined Performance Goals by Organization Type and Total Annual Budget  
Table 1.29  Presence of Board-Defined Performance Goals by Board Size  
Table 1.30  Types of Board Activities Tracked as Part of Defined Performance Goals by Organization Type and Total Annual Budget  
Table 1.31  Types of Board Activities Tracked as Part of Defined Performance Goals by Board Size  
Table 1.32  Tracking of Self-Reported Individual Board Member Demographics by Organization Type and Total Annual Budget  
Table 1.33  Tracking of Self-Reported Individual Board Member Demographics by Board Size  
Table 1.34  Board Demographics by Organization Type and Total Annual Budget: Age  
Table 1.35  Board Demographics by Board Size: Age  
Table 1.36  Board Demographics by Organization Type and Total Annual Budget: Gender  
Table 1.37  Board Demographics by Board Size: Gender  
Table 1.38  Board Demographics by Organization Type and Total Annual Budget: Race/Ethnicity  
Table 1.39  Board Demographics by Board Size: Race/Ethnicity  
Table 1.40  Presence of Formal Goals or Requirements for Diversity or Representativeness of Board Members by Organization Type and Total Annual Budget  
Table 1.41  Presence of Formal Goals or Requirements for Diversity or Representativeness of Board Members by Board Size  
Table 1.42  Tracking of Diversity and Representativeness Goals by Organization Type and Total Annual Budget  
Table 1.43  Tracking of Diversity and Representativeness Goals by Board Size  
Table 1.44  Goal Demographics by Organization Type and Total Annual Budget  
Table 1.45  Offer Directors & Officers Liability Insurance by Organization Type and Total Annual Budget  
Table 1.46  Directors & Officers Liability Insurance Policy Limits, Premiums, and Deductibles by Organization Type and Total Annual Budget  

Public Policy  
Table 2.1  Staffing and Budget for Advocacy and Public Policy Functions by Organization Type and Total Annual Budget
Table 2.2  Advocacy and Public Policy Activities by Organization Type and Total Annual Budget 39
Table 2.3  Advocacy and Public Policy Activities by Scope of Membership 40
Table 2.4  Number of Lobbyists by Organization Type and Total Annual Budget 41
Table 2.5  Number of Lobbyists by Scope of Membership 41
Table 2.6  Total PAC Donations During Last Election Cycle by Organization Type and Total Annual Budget 42
Table 2.7  Total PAC Donations During Last Election Cycle by Scope of Membership 42
Table 2.8  Percentage of Members Who Participate in Visits to Government Offices by Organization Type and Total Annual Budget 42
Table 2.9  Use of Social Media Platforms by Organization Type and Total Annual Budget 43

Human Resources 45
Table 3.1  Staffing for HR Functions by Organization Type and Total Annual Budget 46
Table 3.2  Staffing for HR Functions by Total Staff Size 46
Table 3.3  Total Compensation and Benefits Costs and Costs Per Employee in 2018 by Organization Type and Total Annual Budget 47
Table 3.4  Total Compensation and Benefits Costs and Costs Per Employee in 2018 by Total Staff Size 47
Table 3.5  Total Professional Development Budget by Organization Type and Total Annual Budget 48
Table 3.6  Total Professional Development Budget by Total Staff Size 48
Table 3.7  Fulfillment of HR Functions by Organization Type and Total Annual Budget 49
Table 3.8  Fulfillment of HR Functions by Total Staff Size 52
Table 3.9  Use of Professional Employer Organization or an Administrative Services Organization for Outsourced HR Functions by Organization Type and Total Annual Budget 55
Table 3.10  Use of Professional Employer Organization or an Administrative Services Organization for Outsourced HR Functions by Total Staff Size 55
Table 3.11  Use of Human Resource Management System (HRMS) by Organization Type and Total Annual Budget 56
Table 3.12  Use of Human Resource Management System (HRMS) by Total Staff Size 56
Table 3.13  Use of Applicant Tracking System (ATS) by Organization Type and Total Annual Budget 57
Table 3.14  Use of Applicant Tracking System (ATS) by Total Staff Size 57
Table 3.15  Use of Recruiting Tools by Organization Type and Total Annual Budget 58
Table 3.16  Use of Recruiting Tools by Total Staff Size 58
Table 3.17  Average Number of Days to Fill Vacant Positions in 2018 by Organization Type and Total Annual Budget 59
Table 3.18  Average Number of Days to Fill Vacant Positions in 2018 by Total Staff Size 59
Table 3.19  2018 Employee Turnover Rate by Organization Type and Total Annual Budget 60
Table 3.20  2018 Employee Turnover Rate by Total Staff Size 60
Table 3.21  Use of Tools to Measure Employee Satisfaction and Engagement by Organization Type and Total Annual Budget 61
Table 3.22  Use of Tools to Measure Employee Satisfaction and Engagement by Total Staff Size 61
Table 3.23  Types of Training Provided to Staff by Organization Type and Total Annual Budget 62
Table 3.24  Types of Training Provided to Staff by Total Staff Size  62
Table 3.25  Elements of Staff (not CEO) Performance Reviews by Organization Type and Total Annual Budget  63
Table 3.26  Elements of Staff (not CEO) Performance Reviews by Total Staff Size  63
Table 3.27  Tracking of Self-Reported Individual Staff Member Demographics by Organization Type and Total Annual Budget  64
Table 3.28  Tracking of Self-Reported Individual Staff Member Demographics by Total Staff Size  64
Table 3.29  Staff Demographics by Organization Type and Total Annual Budget: Age  65
Table 3.30  Staff Demographics by Total Staff Size: Age  65
Table 3.31  Staff Demographics by Organization Type and Total Annual Budget: Gender  66
Table 3.32  Staff Demographics by Total Staff Size: Gender  66
Table 3.33  Staff Demographics by Organization Type and Total Annual Budget: Race/Ethnicity  67
Table 3.34  Staff Demographics by Total Staff Size: Race/Ethnicity  67
Table 3.35  Other Self-Reported Staff Demographics by Total Staff Size  68
Table 3.36  Number of Hours in Full-Time Work Week by Organization Type and Total Annual Budget  68
Table 3.37  Number of Hours in Full-Time Work Week by Total Staff Size  68
Table 3.38  Policies Allowing for Flexible Working Arrangements by Organization Type and Total Annual Budget  69
Table 3.39  Policies Allowing for Flexible Working Arrangements by Total Staff Size  69
Table 3.40  Types of Flextime by Organization Type and Total Annual Budget  70
Table 3.41  Types of Flextime by Total Staff Size  70
Table 3.42  Telework Policy Details by Organization Type and Total Annual Budget  71
Table 3.43  Telework Policy Details by Total Staff Size  72
Table 3.44  Presence of Written Succession Plan by Organization Type and Total Annual Budget  73
Table 3.45  Presence of Written Succession Plan by Total Staff Size  73

Finance  75
Table 4.1  Staffing and Budget for Finance Functions by Organization Type and Total Annual Budget  76
Table 4.2  Outsourced Finance Functions  76
Table 4.3  Start of Fiscal Year  76
Table 4.4  Audit Committee  77
Table 4.5  Authority to Hire or Fire Audit Firm  77
Table 4.6  Frequency of Presentation of Interim Financial Statements to the Board  77
Table 4.7  Provide Annual Report or Financial Statement to Members  78

Information Technology  79
Table 5.1  Staffing and Budget for Information Technology Functions  80
Table 5.2  Policies on Data Governance and Structure  80
Table 5.3  Fulfillment of Information Technology Functions  81
Table 5.4  Changes in Budget for Information Technology Functions from Prior Fiscal Year  83