

The AAPA Nominating Work Group (NWG) is tasked with developing a list of skills, capabilities, or other characteristics that support a diverse and high-performing Board of Directors. This list includes Core Competencies relevant to AAPA Board Members, with additional competencies and skill sets specific to each Board position.

2020 Core Competencies & Skill Sets – All Board Members

- Responsibility and accountability to AAPA’s members and the organization as a whole
- Has an extensive understanding of the issues impacting the profession and its future
- Ability to connect-the-dots within the organization, profession, and with external stakeholders to identify opportunities to benefit the profession
- Thinks outside the box and is willing to step outside comfort zone to take “safe risks” to benefit the profession
- Keen understanding of:
 - the healthcare industry including our competitors, allies, customers and members, and
 - how healthcare is evolving in order to innovate for the organization’s and profession’s success and survival
- Visionary with excellent listening skills, who demonstrates respect for and value in diverse points of view.
- Strong problem-solving skills, with willingness to share experience and expertise and ability to weigh pros and cons of an issue in order to decisively reach a decision in the best interest of the organization and profession;
- Extensive experience with conflict management and resolution
- Demonstrates emotional intelligence (self-awareness, self-regulation, motivation, empathy, and social skills) and honesty, integrity, and humility
- Ability to adapt to a fast-changing BOD environment
- Understanding of the concept of unconscious bias and recognition that this could influence policy and positions
- Understanding of the required time commitment for board service (prepares, understands, researches items/issues that will come before the BOD)
- Has full endorsement of employer to fulfill the duties/responsibilities of their board position
- Ability to balance workload for both work and volunteer activities.

+ Competencies & Skill Sets -- President-elect

- Comfortable and proficient speaking in front of large groups of internal and external stakeholders
- Ability to think and speak on their feet confidently and accurately articulate organizational policies and goals, initiatives, strategies, etc.
- Excellent time-management skills
- Available for extensive travel representing AAPA and the profession
- Previous experience in higher level leadership positions such as serving on AAPA/hospital/government boards/committees, other non-profit boards, etc.

- Ability to facilitate discussions (general & challenging) and bring conversations to a consensus closure with actionable outcomes
- Ability to drive compromise when necessary
- Outstanding oral and written communication skills
- Ability and willingness to teach, mentor and empower colleagues
- Strategic thinker with ability to inspire others to action
- Network of strong relationships with key partners not only in the healthcare space, but also in critical business, non-profit and policy spaces in order to leverage those relationships to create and build strong AAPA partnerships
- Understands the required time commitment associated with the duties and responsibilities of both the position of president and the position of chair of the board

+ Competencies & Skill Sets -- Secretary-Treasurer

- Financial background/experience
- Understands budgets and finances at the organizational level
- Competent in reading financial statements
- Experience in developing budgets
- Strategic/thoughtful (thinking beyond the numbers on spreadsheets)
- Understands financial planning (short term and long term) and how it impacts current initiatives
- Ability to work collaboratively with AAPA's Chief Financial Officer to present AAPA financials to the BOD and membership

+ Competencies & Skill Sets – Vice President/ Speaker of the House

- Significant experience in parliamentary procedure and a keen understanding of the value it brings to open and transparent debate
- Skilled in facilitating parliamentary procedure
- Commanding ability to speak confidently in front of a large audience and maintain decorum
- Experience in policy development/implementation
- Extensive amount of HOD experience
- Prior experience as a Reference Committee Chair or in a similar capacity with another body or, organization's HOD, etc.
- Previous experience in leadership positions (House Officer service, BOD, COs, other PA related organizations, etc.)

+ Competencies & Skill Sets -- First Vice Speaker

- Experience in parliamentary procedure and a keen understanding of the value it brings to open and transparent debate
- Some experience facilitating parliamentary procedure
- Experience in policy development/implementation
- Significant amount of HOD experience
- Ability to speak confidently in front of a large audience and maintain decorum
- Current or previous service on a Reference Committee (preferably has served as Chair)
- Previous experience in leadership positions (House Officer service, BOD, COs, other PA related organizations, etc.)

+ Competencies & Skill Sets -- Second Vice Speaker Position

- Understands parliamentary procedure and the value it brings to open and transparent debate
- Experience in policy development/implementation
- Considerable previous HOD experience
- Begins to demonstrate the ability to speak in front of a large audience
- Current or previous service on a Reference Committee
- Previous experience in leadership positions (COs or other PA related organizations' Board of Directors)

+ Competencies & Skill Sets – Director-at-Large

The NWG believes the Core Competencies & skillsets identified for all Board members should serve for recruitment and evaluation for the Director-at-Large position.