

PROGRAMS AND SERVICES COMMITTEE INTERIM REPORT SECTION GOVERNANCE STUDY

SUMMARY

The Board directed the Programs and Services Committee to “study the governance of the Section Field Organization” (Minute 32, July 2007 Board of Director’s Meeting). PSC was further directed to provide an Interim Report at the January 2008 Board meeting and a final report at the meeting in July 2008. The Committee proceeded on the premise that any meaningful study required an initial determination of the areas where the Field Organization was currently working well and the areas where problems existed.

Given the broad description of the charge, PSC then determined the best approach was to look to the ARRL staff and elected officials to gather this information. Questionnaires were developed and sent to the Section Managers and to the Officers, Directors and Vice Directors. The questionnaires were structured to ask broad questions as to the strengths and weakness of the present Field Organization structure in four areas:

1. The method of selecting Section Managers,
2. Communications among Section Managers,
ARRL Headquarters and Directors,
3. Field Organization Structure
4. Field Organization Regulations

The response to the questionnaires was encouraging, (Directors 93%, Section Managers 65%, Vice Directors 60%, and Officers 25%). The SM responses exceeded 100 pages, those from the ODV amounted to an additional 30 pages. It is worth noting a recurring comment in the Section Manager responses was “thank you for asking.”

RESPONSES TO QUESTIONS

The responses reflect a wide range of thought and a diversity of opinions, views and convictions. The committee recognized the responses were an expression of their good faith beliefs on these issues. The committee also recognized that an opinion while generally a thoughtful conclusion is often subjective and open to differing views. Simply

put reasonable minds may differ.

Even though assumptions and perceptions underlying the opinions expressed in the responses may be open to debate, the committee understood the importance of hearing, considering and respecting the differing views and perspectives of the respondents, especially since those views arise from the experiences and unique circumstances in their Section, Division or region. The committee also recognizes that careful consideration of these differing views is a prerequisite to meaningful recommendations from this study.

Though this is an Interim Report the committee is able to recommend certain actions at this time that will address some of the issues raised in the study. The recommendations include the method of selection of Section Managers, authorization of Assistant SEC and DEC positions in the field organization and a Working Statement as to Section Governance.

SECTION MANAGER ELECTION VS. APPOINTMENT

Section Managers uniformly preferred an election process to appointment. The broad majority of Directors either opted for SM elections or said they preferred some means of selecting SM's other than by the Division Director.

The Section Governance Committee Recommends Section Managers continue to be elected by Section Members.

AUTHORITY TO APPOINT ASSISTANT SEC'S AND ADEC'S

There is broad support among Section Managers for authority to appoint one or more Assistant Section Emergency Coordinators and Assistant District Emergency Coordinators. The ARRL Emergency Communications and Response Manager also supports Section Managers having the authority to appoint ASEC's and ADEC's.

The PSC recommends that Section Managers be given authority to appoint an Assistant Section Emergency Coordinator Position and an Assistant District Emergency Coordinator Position.

SECTION GOVERNANCE STUDY WORKING STATEMENT

As part of the Governance study the PSC developed the following working statement as an outline the duties and obligations of ARRL elected officials, current Field Organization structure and the approach taken in conducting this study. While the 2008

PSC is free to use its best judgment in addressing the remaining issues this committee believes the concepts expressed in the Section Governance Working Statement are a solid base to rely upon in that work.

SECTION GOVERNANCE STUDY WORKING STATEMENT

A. Field Organization Regulations should encourage understanding and appreciation by Section Managers, HQ Staff and Directors that:

- 1. Field Services Staff, Section Managers and Directors each have a role in the successful operation of the ARRL Field Organization.*
- 2. The affairs of the Corporation are governed by the Board consisting of the fifteen Directors. Each Director represents a Division containing multiple Sections.*
- 3. Overall administration of the Field Organization under the direction of Membership and Volunteer Services Manager and his HQ Field Services staff.*
- 4. Administration of the Field Organization in each section is the responsibility of the elected Section Manager who, consistent with ARRL regulations, policies and direction from the HQ Field Organization staff, has authority over the Section's Field Organization. The Section Manager is responsible for fostering and encouraging ARRL activities and programs within that section.*

B. There is an ongoing effort to improve communications between Directors and Section Managers which should be fostered.

- 1 The duties and responsibilities of Directors, Section Managers should be clear to and understood by all candidates for ARRL elected office.*
- 2. It is natural and inevitable the work of Directors, Section Managers and Staff may impact the work of one another from time to time..*
- 3. Cooperation, mutual respect, a willingness to follow ARRL policies and regulations are necessary for Section and Division elected officials to fulfill their duties to ARRL and its members.*
- 4. Regular communication between Section Managers and Directors fosters a strong and effective ARRL and ARRL Field Organization*

ADDITIONAL ISSUES FOR STUDY

Because the Board changes committee membership each January the completion of the study will be part of the work of the 2008 Programs and Services Committee. A change in the composition of the PSC will have the benefit of adding fresh perspective to the study while retaining the background and experience of returning PSC members. Several

questions remain for the 2008 PSC to address.

The remaining questions include evaluation of methods to improve internal communications and cooperation within ARRL, with particular emphasis to the periods prior to and following Board meetings; mechanisms to clarify responsibility and support of the various parts of ARRL Field Organization structure; training and skills building options to assist ARRL elected officials in performing their duties; review of the role of the National Traffic System in Field Organization emergency communications. The committee will forward background information and an outline of these study issues to the incoming Programs and Services Committee.

Dated: January 10, 2008

Respectfully submitted :

Programs and Services Committee

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