

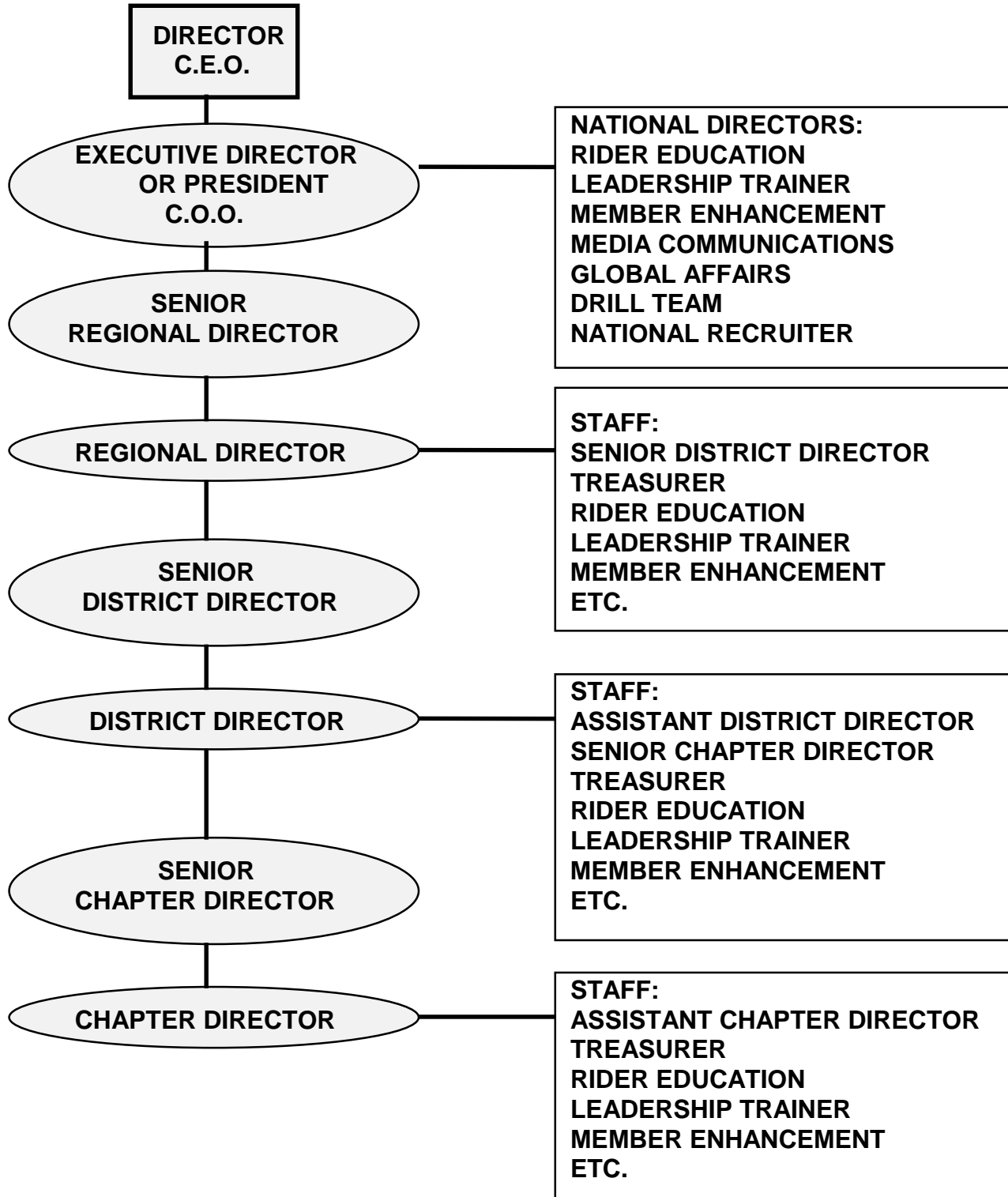
# STRUCTURE AND ORGANIZATION

# REGIONAL MAP



# UNDERSTANDING THE GWRRA STRUCTURE

This part of the Guidebook is intended to help you understand how we are organized. It will explain a little about the Officer Network, things you will need to know before undertaking the task of organizing your office, and elaborate on the “Why’s” and “Wherefore’s” of the few GWRRA policies. As with any organization, there is a certain amount of paperwork necessary for effective operation and communication...this will be touched upon also.



# **Gold Wing Road Riders Association**

## **“Special Interest Groups”**

### **MISSION**

To enhance the diversity of personal interests within the Association’s Membership.

### **PURPOSE**

The primary purpose of a Special Interest Group (SIG) is to provide the opportunity and organizational support to interested GWRRA Members, to share and enjoy a common area of interest.

### **SCOPE**

SIG’s will operate as a subdivision of the SIG Division (SIGD) and will function autonomous of the operations of the Association. SIG’s can be formed when sufficient interest has been expressed to warrant the formation and operation of a SIG sub-division. The SIG will function within an operational/administrative structure designed specifically for each group. The scope of operations will also be planned for each group. The organizational format of regions, districts and chapters (or local groups) should normally suffice. It is important for a SIG to not become a distraction within the chapter and take away from the primary purpose of the chapter, motorcycling. Some SIG’s, such as bowling, classic Gold Wings or classic cars for example, could blend very well within the chapter’s structure. Other SIG’s such as golf, scuba diving or photography may not have sufficient interest to operate within the chapter structure, and may warrant the formation of an outside group. The SIG must remember it is supplemental to the Association and that it’s activities not interfere with the daily operations/activities of the region, district or chapter.

### **STRUCTURE**

The SIG Division will be headed by the Special Interest Group National Director (SIGND) with each subdivision headed by a Special Interest Group Coordinator (SIGC). The SIGND will be appointed by the Executive Director to serve at the will of the Association. The SIGC will be appointed by the SIGND with approval of the Executive Director, and will serve at the will of the Association.

The SIGND may appoint as necessary and with approval of the Executive Director, an Assistant Director to support the administrative efforts necessary for the operation of the Division. The Assistant Director will act as a backup to the Director and must be familiar with the day to day operations of the Division. Other positions may be filled as needed by the SIGND, with the concurrence of the Executive Director.

# THE APPOINTING PROCESS FOR OPERATIONS LEADERS

- 1) The Executive Director interviews and appoints all Regional Directors and Senior Regionals. All Assistant Regional Directors are interviewed and appointed by the Regional Director with approval of the Executive Director.
- 2) The Regional Director interviews and appoints all District Directors and Senior District Directors with approval of the Executive Director. All Assistant District Directors are interviewed and appointed by the District Director with approval of the Regional Director.
- 3) The District Director interviews and appoints all Chapter Directors and Senior Chapter Directors with approval of the Regional Director. All Assistant Chapter Directors are interviewed and appointed by the Chapter Director with approval of the District Director.
- 4) The above represents the Operations Division of GWRRA. If the Leader resigns before tenure is complete, they should do so in writing to the attention of the appointing Office. As much prior notice as possible should be given in order to make the transition harmonious and effective.

## REGIONAL STAFF ORGANIZATION

- 1) All officers within a region, to the level of Assistant District Director, comprise the Regional Operations Staff. This includes appropriate Divisional Officers. (i.e. Rider Ed, Leadership Training, Membership Enhancement, etc.)
- 2) Other willing Members may accept appointments from the Regional Director to fill positions that they deem necessary. Ways and Means, Rally Coordinators, Advisory Council and so forth are but a few positions that may be needed. These participants also become part of the Regional Support Staff.

## DISTRICT STAFF ORGANIZATION

- 1) All Operations Officers within a particular district comprise the District Operations Staff.
- 2) Other willing Members may accept appointments from the District Director to fill positions that they deem necessary. These participants also become part of the District Support Staff.

## THE OFFICER NETWORK

The organizational diagram (See page C-2) shows the overall view of our Officer Network. It consists of an interlaced officer system, extending from the CEO to the chapter level. You, as an officer, are now an integral part of this network and Team.

There are currently four primary divisions of responsibilities within GWRRA: Operations, Member Enhancement, Leadership Training and Rider Education. Operations Volunteer Leaders have the principal responsibility and authority for each division.

We have a direct communications line extending from the Director to the Chapter Director. This is the channel whereby all Operations Leaders at each level receive their "authority" to operate. This is, also, the vital communication link to each Office.

All of the Chapter Directors within the district serve as the District Operations Staff. They meet with the District Director to receive information and instructions from the district and regional levels, as well as provide reverse input to meet the needs of the Members. The staff will seek solutions to common problems on a district level and plan programs for the continued development and activity of GWRRA. The District Directors serve as the Operational Staff to the Regional Director...the Regional Directors serve likewise for the Executive Director. All work together at their respective level of operations in order to provide Members (especially those who participate in chapters) the full benefits of our Association.

Of course, in addition to Operation Leaders, many other volunteers become involved in our association; however, only certain appointments are recognized leaders. Those are: Executive Director, Senior National Director, Senior Regional Director, Regional Director, Senior District Director, District

Director, Senior Chapter Director and Chapter Director plus the assistants of those offices. Rider Education Leaders, by nature of their responsibilities and the need for liability insurance coverage, are considered as officers within the Association as well.

Officers have a very important position in our leadership network: they will be dealing directly with, and for, those it was designed to be most beneficial to...the Members. **Serving the Members is the primary function of all officers of GWRRA.**

GWRRA is the most successful organization of its kind. Its Members are among the best and most loyal of any motorcycle organization on record. As such, GWRRA Members deserve our very best efforts as well as a reciprocal level of loyalty as leaders. For these reasons, GWRRA officers or other volunteer leaders, may not accept or serve in like positions in competing or similar motorcycle organizations where real or perceived conflicting interests, duties, or responsibilities may develop. Doing so sends the wrong message to the Member whose motorcycling interests must remain our highest priority.

A secondary, but equally serious concern, is the effect of the demands of service placed on a GWRRA officer. Multiple positions of responsibility in or outside of GWRRA cannot help but be a detriment to their ability to serve the Members. Requesting that our officers place their first loyalty, with respect to their voluntary services and use of their discretionary time, enables them to devote their full attentions to the Members. Good leaders are always in demand and from time to time GWRRA leaders will need to decide where and how they can best serve. On these occasions appointing officials should not use undue influence in this area, but rather should do their best to help subordinate officers understand the need to place a high priority on serving GWRRA Members. The Leader in question is to be given every opportunity to make their own decision with respect to retaining or resigning their GWRRA appointment before the appointing official takes any action to release an officer or other Volunteer Leader.

## **Senior Officer Program**

### **PURPOSE:**

- 1) To add a new level of communications to the existing officer network to recognize and encourage leaders who are industrious, dedicated and worthy of consideration for advancement.
- 2) To supplement the existing Assistant Program with additional volunteer leaders who are capable of extra responsibilities over and above those currently a part of their position. It is encouraged and recommended that whenever possible, Senior Officers be used prior to appointing a non-experienced Assistant Officer. This will help to ensure that experienced leaders are advanced and that we are not relying on Assistant volunteer leaders who frequently do not have sufficient experience or desire to fulfill the requirements of the position
- 3) To increase the number of qualified prospects who are capable of advancing to the next level of responsibility, thereby increasing the likelihood of selecting the best qualified candidate.
- 4) To utilize the pool of talent available in Senior Positions for improved coverage of responsibilities and visibility reserved in the past for Assistants.
- 5) To decrease the need for several "full time" Assistants, thereby reducing the amount of funding necessary for expenses and travel time, for events or activities located within the home base of the Senior Leader. This program will also benefit regions and districts who operate under budget constraints, or have large geographical considerations, to adequately "staff" their personnel needs.
- 6) To increase the opportunities within the Association for qualified leaders who, for the lack of Senior Program, might not get an opportunity to continue to grow within themselves or continue to provide their skills to their chapter, district or region and perhaps, advance to the next level.
- 7) To offer a competitive environment that will encourage our leaders to be the best they can be and provide a reward system for those who achieve this new level of accomplishment.
- 8) To provide a means for leaders who are deemed by their superiors to excel in the performance of their duties, an opportunity to continue to serve in the same position for an additional term even though a tenure limitation may have been established for that position.

### **WHO:**

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Officers who hold the position of Chapter Director, District Director or Regional Director are eligible to be Seniors providing, when compared to their peers, they are ABOVE AVERAGE in the performance of their position's expectations. If leaders are rewarded with this title and are not deserving, it will discredit the program to a point where it will be "expected" and any officer who has a couple of years in tenure will count on being promoted to what should be considered a distinguished level of accomplishment. Friendships should not be given the least bit of consideration when making these appointments. ***Performance is the only criteria.***

The promotion to Senior Officer should be reserved for those leaders who would be measured at least a seven on a scale of one to ten. In most cases officers will have served in their current position for a period of time suitable to ascertain their worthiness for the Senior position. It would appear that at least two years in position would be necessary to have enough experience with the candidate to make an educated decision with respect to the appointment. The candidates for the Senior position should have the following attributes:

- 1) Be MEMBER orientated with minimal disgruntled MEMBERS or MEMBER complaints
- 2) Be well liked and personable with a team approach to management
- 3) Be considered well ABOVE AVERAGE within current position
- 4) Possess good communication skills
- 5) Have a keen desire to advance to the next level
- 6) Be a role model for others in the same position
- 7) Be willing to assist their superior whenever needed
- 8) Be willing and able to provide coaching and mentoring skills to their peer group
- 9) Be positive in attitude and supportive in administration
- 10) Be successful in achieving low expiration ratios, high growth with elimination of "phantom" or non-members (See page D-14 for more information).

#### **HOW:**

The process of appointment to a Senior position should be of paramount importance to the appointing officer. Therefore it is expected that any Senior Officer Candidate meet the above criteria. The approval process would be as follows:

- 1) Chapter Directors require the written recommendation of the District Director, and the concurrence of the Regional Director.
- 2) The appointment of a Senior District Director requires the written recommendation of the Regional Director with the concurrence of the Executive Director.
- 3) The appointment of a Senior Regional Director requires the approval of the Executive Director.

#### **WHAT:**

The primary expectation of a Senior Leader will embody their willingness and ability to assist their appointing officer with task oriented assignments, while continuing to satisfy the demands of their present responsibilities. The Senior Officer will function much the same as an Assistant Officer but will continue to hold their existing office during their tenure.

The Senior Leader program is an opportunity to learn while doing to provide the foundation for the next level. The program will greatly reduce the possibility of a highly qualified existing officer being passed over because of not being in the right place at the right time or not on a competitive level with Assistant Officers that may not be as qualified.

*The Senior Leader should be capable of these expectations:*

- ◆ Assist with mentoring and coaching of other Volunteer Leaders & Staff.
- ◆ Assist with the planning and staging of district and regional rallies.
- ◆ Assist with the planning and staging of events and activities within a district or region.
- ◆ Assist new chapters with advice, expertise and coaching to develop a strong foundation.
- ◆ Assist other chapters or districts that may require support or experience in planning their meetings or activities.
- ◆ Assist with the betterment of the Association in areas such as image, visibility, growth and retention.
- ◆ Assist with planning and conducting meetings.
- ◆ Assist with targeting and cultivating new officer prospects.
- ◆ Assist in the communication flow.
- ◆ Be a **ROLE MODEL** for others to follow.

## **SENIOR OFFICER TERM AND TENURE**

Officers appointed to the position of Senior will receive a rocker with the designation "Senior", to be worn over the Operation Rocker or over the 4" Officer Logo Patch. The tenure of Senior Officers will be two one year terms with the annual approval of the appointing officer.

Outstanding Senior Officers who are nearing the end of their tenure may be extended for two additional one-year terms. This extension requires the written recommendation of the appointing officer and the approval at the next level. The letter of recommendation need not be extensive but should provide the rationale for wanting to extend this Senior Officer beyond his/her normal tenure. These appointments should only be considered for the most capable and successful Senior Officers.

As with the original appointment of Senior Officers, Senior Chapter Directors are recommended by the District Director and approved by the Region Director. Senior District Directors are recommended by the Region Director and approved by the Executive Director. Senior Region Directors are recommended and approved by the Executive Director.

Copies of paperwork concerning senior appointments should be maintained at the District and Region levels.

## **Tenure Of Office**

### **PURPOSE:**

To provide a systematic method of rotating volunteer leaders, while expanding opportunities for leadership and staff participation to other interested members.

### **RATIONALE:**

- Rotating Volunteer Leaders will keep the leadership refreshed and motivated to better serve the membership.
- Increase opportunities for personal growth through more members having the opportunity to participate in the leadership of chapters, districts and regions.
- Reduce burn out of volunteer leaders, and encourage continued participation in other important areas of the Association.
- Reduce chapter, district or region "STAGNATION" due to standing still, maintaining, or slipping backwards.
- Reduce ownership, ego, empire building and complacency.

- Reduce harmful cliques that result from long tenures of officers & staff who “lockout” new members and others who do not feel wanted or welcome.
- Reduce the number of incidents caused by leaders who become difficult to motivate.
- Reduce or eliminate the “friendship fallout” when a Volunteer Leader is asked to step down.
- Increased excitement for finding new ways of doing things to please and make the Members happy with renewed energies.
- Attract new memberships based on existing Members having more fun and sharing fun.
- Increased staff opportunities for all interested Members who are now stifled and don’t get a chance to offer their talent and efforts.
- Rotating leadership programs are commonplace in almost all organizations and are considered to be a valuable management tool due to the influx of new ideas, new enthusiasm, new mountains to climb and an ardent desire to accomplish and please.

**EXCEPTIONS AND SPECIAL CASES:**

In rare and exceptional cases, Regional Directors may request that the Executive Director grant extensions not to exceed 12 months for any individual position within their area of responsibility. However, these requests must be based on clear determination that a change of leadership in a given position would have significant negative impact on the well being of a district or chapter. Requests for such exceptions shall be in writing and shall state the reason for the request, along with the steps taken to correct the exception.

**TERM AND TENURE:**

- **Term** is defined as standard number of years of service as approved annually by the appointing officer.
- **Tenure** is defined as the maximum years of service for each position as approved annually by the appointing officer.

All changes in the following statuses or promotion to Senior status must be reported to the GWRRA International Headquarters using the Officer Appointment form located on page I-1. It is not necessary to report continuations or renewals of current statuses. Additional years of service under the Senior status must meet the criteria as outlined on page C-7.

<b>Position</b>	<b>Term</b>	<b>Senior Promotion</b>	<b>Max. Tenure</b>
Chapter Director	3 years	2 years	5 years
District Director	3 years	2 years	5 years
Region Director	3 years	2 years	5 years
National Directors	4 years	3 years	7 years

**NOTE:** The normal 90 day probationary period remains in effect as part of this term/tenure program. (With the exception of Regional Director and National Director whose probation period is 180 days.)

**RETIREMENT / RESIGNATION**

When an officer's tenure expires, they shall: 1) turn over all materials of that office to the appointing officer or the replacement; 2) turn over all property of that office (copy machines, file cabinets, etc.) paid for with funds generated by that office, to the appointing officer or the replacement; 3) turn over all fund balances generated for the operation of the office along with a full accounting and financial report to the appointing officer or the replacement. The transfer of the office should take place within a mutually agreeable period of time but **MUST NOT** exceed 30 working days.

**REMOVAL OF A VOLUNTEER LEADER**

A removed Volunteer Leader must adhere to the same requirements as for "Retirement / Resignation." The Volunteer Leader with direct authority over the removal must provide the reasons for dismissal, steps taken to correct the situation and all supporting documentation. The affected party should also receive a copy of the grievance procedure outlining his rights. Copies of all correspondence and documentation must be forwarded to the appropriate Regional Director, and the Executive Director. (See page **G-3**)