

LEADERSHIP TRAINING BULLETIN 96-02
January 17, 2008

LEADERSHIP TRAINING POSITION GUIDELINES

INTRODUCTION

This Leadership Training Bulletin establishes the procedures to be used in staffing all Leadership Training Division (LTD) positions. It also clarifies reporting and communications relationships and responsibilities. This bulletin rescinds and replaces Officer Training Bulletins 93-03, 95-02, and 95-03 and should be included as an attachment to the most recent version of the GWRRA Officer's Guidebook.

Identifying, developing, and selecting the best qualified people available for LTD positions is one of the primary functions of GWRRA Operations Officers. Investing in a first-class training staff will result in first-class leadership in all areas of GWRRA. It goes without saying that the quality of the Members experience in any part of GWRRA will never be any better than the quality of its leadership.

POSITION DESCRIPTIONS

The LTD positions for which Region and District Directors have responsibility are:

- Region Trainers and Assistants (Region Directors)
- District Trainers and Assistants (District Directors)
- Officer-Mentors (Recommendations only)
- Leadership Training Instructors

Each of these positions carries with it a position description developed by the LTD National Staff with input from the National Operations Council. These position descriptions provide the primary guidance regarding the roles and responsibilities of training positions and are included as Attachment A to this Bulletin. Used in conjunction with the procedures described herein, they will enable Region and District leaders to identify, develop, properly staff and subsequently support their respective training teams.

GENERAL QUALIFICATIONS

Successful candidates for Regional and District Trainer positions will:

- Be a participating full or family Member with membership fees paid current;
- Demonstrate support of the principles, policies, and philosophies of GWRRA;
- Possess a good working knowledge of the GWRRA organization, philosophies, operations, and responsibilities;
- Be goal oriented and have good organizational skills;
- Demonstrate a willingness to promote teamwork and the concept of continuous improvement through self-development;
- Demonstrate experience or a clear interest in leadership training;
- Understand, develop, and demonstrate good teaching, listening, and coaching skills;
- Demonstrate a capability or willingness to learn to communicate effectively both orally and in writing;
- Wear the approved 10" backpatch when acting in the capacity of their office; and,
- Show an ability to establish positive working relationships with people and organizations outside of GWRRA to achieve common goals.

POSITION "TARGETING" TECHNIQUES

Appointing officials can identify training position candidates by looking at the people they know for the characteristics and qualifications described in the respective LTD Position Descriptions (by the way --*CHARACTER COUNTS*). These characteristics include such basics as:

- Who actively participates?
- Who is interested in how the organization works?
- Who relates well to the chapter participants?
- Who has leadership training experience or contributes time and ideas?
- Who are the most dependable staff/members?
- Who knows how to influence people in a positive way?
- Who has the trust of the chapter participants?
- Who wears the GWRRA patch?

It is strongly recommended that highly successful former Officers and others with corporate management/training experience be given serious consideration for Leadership Training positions. It is also a good idea to emphasize to those currently serving in training positions, the importance of appointing and using "Assistants." This is the best way to identify and develop the best future leaders. Teach Trainers the concept, early in their tenure, that nothing lasts forever and "Job-One"

is finding and developing their replacement - a person that will carry on the work that they themselves begin.

While appointing Trainers is a priority activity, appointing officials should not rush to fill vacancies just to have a person in place. Fill each vacancy immediately AFTER the right person is found.

"Try them out." Give opportunities to people that relate to the position you need to fill and observe how well they do. This will give the candidate an opportunity to see for themselves if they would like to work in the position. It also gives the appointing official first-hand information about the person's capabilities for long-term service in the position. Finally, it gives both parties an "easy out" if either sees that it won't work.

APPOINTMENT PROCEDURES

Identified candidates for Leadership Training positions should be provided with a copy of the position description for the position in question (see Attachment A) and an Application for Leadership Training Position (see Attachment B). A thorough interview and discussion of the position and its related expectations should then be conducted with the candidate being given ample opportunity to ask questions . The candidate will then forward the completed application to the proper appointing official as referenced in Table 1 below. Refer also to Training Bulletin 00-01.

TABLE 1

<i>TRAINING POSITION</i>	<i>ACTION OFFICER</i>						
	<i>CD</i>	<i>DT</i>	<i>DD</i>	<i>RT</i>	<i>RD</i>	<i>NT</i>	<i>ND</i>
Region Trainer		R	R	R	R/A	R/A*	R/A
Assistant Region Trainer		R	R	R/A*	R/A	R/A*	R/A
District Trainer	R	R	R/A*	R/A*		R/A*	R/A
Assistant District Trainer	R	R/A*	R/A	R/A*		R/A*	R/A
Officer-Mentor	R	R	R	R	R	R	A
Leadership Training Instructor	R	R/A	R/A	R/A	R/A	R/A	R/A

KEY: R = Recommend A=Appoint A* = Appoint with RD/DD Approval

Following a review of the application and resume, the interview, and verification of membership status by the appropriate appointing official, the candidate will be given a letter of appointment and a copy of the approved application. A copy of the completed application and appointment letter will be provided directly to the National Leadership Training Director. In the case of District level positions, the Region Trainer will also be notified.

Upon notification of appointment, the National Leadership Training Director will submit a "Change of Status" request to the Home Office to effect a change in the member's status code and enter the appropriate information in the LTD data base. These actions will ensure that each appointee will receive the proper mailings. Please note that changes and additions to the LTD data base will not be made until the Application for Leadership Training Position is received by the National Director.

The appointing officials are responsible to make the training appointments, notify the National LTD Staff, and present the appointee and their spouse with the letter of appointment and an LTD Patch and Rocker. One set of LTD insignia will be provided by the LTD National Staff to each person appointed to a training position at no cost. Patches related to training appointments may be requested from the National Director.

LINES OF COMMUNICATION

Region and District Directors are ultimately responsible for leadership training in their organizations. Region and District Trainers “report” to their respective Directors and are full members of the Region/District Staff. They work and maintain close communications with the National Director and/or Assistant National Director who functions as a support person and is the Trainer’s primary advisor. Trainers function as “internal consultants” and resource persons for all other GWRRA divisions and exist to assist them in organizing, coordinating, and conducting training activities.

Leadership Training Division activities are by nature information intensive in that the effective transfer of information is the only way that training can be accomplished. **It is imperative** that training-related information be provided to all the right people as soon as it becomes available.

Information provided from the office of the National Leadership Training Director as well as that developed by Region and District trainers MUST reach the chapter leaders. It is encouraged but optional in chapter newsletters to the Members. Region and District Trainers have the responsibility to ensure that each chapter’s leaders and Members get timely and accurate information regarding all facets of the GWRRA Leadership Training Program.

The information flow for Leadership Training Division material, particularly Leadership Training Bulletins and other guidelines material, is as follows:

1. National Leadership Training Director - to each Region Director and Trainer, and District Trainer.
2. Region Trainer to the Region Director and staff, each District Trainer, and any Instructors or Officer-Mentors assigned to the Region.
3. District Trainer to the District Director and Staff, each Chapter Director, and any Instructors or Officer-Mentors assigned to the District.

4. Chapter Director to the Members and any Training Instructors or Officer-Mentors assigned to the Chapter.

Typically, official information related to implementing the GWRRA Leadership Training Program will come through the Leadership Training Division newsletter, Leadership Training Bulletins, or direct written communication. Leadership Training Bulletins are effective at the time they are published and remain in effect until revised or formally rescinded.

Statistical information (attendance, number of seminars presented, etc.) associated with specific Region, District, or Chapter leadership training events or programs, should be reported quarterly or as requested through Operations Division channels with copies to the appropriate Region/National Trainer. The line of communication for this process begins with the District Trainer who reports training activities to the District Director with copies to the Region Trainer. The Region Trainer reports through the Region Director with copies to the appropriate National Trainer. The Region Director provides the information to the National Leadership Training Director for consolidation and action. The Region Trainer may report the information directly to the National Leadership Training Director if requested to do so by their Region Director. Unless requested otherwise, training activity reports should be provided quarterly and are due to the National Staff by April 10th, July 10th, October 10th, and January 10th for the preceding three month period. Use of electronic mail or file transfer is encouraged.

Questions or comments regarding the information contained in this Leadership Training Bulletin should be addressed to the National Leadership Training Director.