

LEADERSHIP TRAINING BULLETIN 96-05

THE SENIOR OFFICER'S PROGRAM

Revised: April 27, 2000

INTRODUCTION

With the steady growth of GWRRA the responsibilities and demands on its leaders at all levels have also grown. To meet the steadily increasing needs of the growing membership more and better leadership is needed. Despite the growing membership base, continued progression and advancement opportunities for our “best and brightest” have become somewhat stunted. To meet the very real need for more and better leaders and provide increased opportunities for those who desire to serve, GWRRA has established the Senior Officer's Program.

The Senior Officer's Program supplements the existing Officer network by providing opportunities for those who have demonstrated their capabilities and wish to continue to serve and the opportunity to do so. It has the added benefit of providing opportunities for personal and staff development, broader experiences, and additional training. All of which will produce a pool of officers who are better prepared to lead. In addition, when vacancies are filled, the number of qualified candidates will be larger, thus allowing a selection of the “best of the best”, rather than the one “next in line.”

Attachment 1 to this bulletin outlines the implementation rationale and procedures for applying the Senior Officer Program at all levels of GWRRA. Existing Officers should review the attached and become familiar with the details of the program and how it can benefit their part of GWRRA. Proper use of this program will provide measurable and absolute benefits not only to our existing officers, but to the members as well by providing more opportunities to serve and the best leadership available.

Senior Officer Program

PURPOSES

1. To add a new level of communications and excellence to the existing officer network, and recognize and encourage officers who are capable, industrious, dedicated, and worthy of consideration for advancement.
2. To supplement but not replace the existing Assistant Officer Program with additional officer/leaders capable of carrying responsibilities over and above those that are associated with their current position. It is encouraged and recommended that when possible, Senior Officers be used in place of an Assistant Officer. This will ensure that experienced officers are advanced and that we are not relying solely on Assistant Officers who may not have sufficient experience, or the interest, to fulfill the requirements of the primary officer position.
- 3) To increase the number of qualified prospects who are capable of advancing to next level of responsibility, thereby increasing the likelihood of selecting the best qualified candidate rather than simply the next person in line.
- 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 for events or activities located within the general commuting area of the Senior Officer. 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 Officers who, for the lack of a Senior Program, might not get an opportunity to continue to grow within themselves or continue to contribute their skills, service, and expertise to their Chapter, District or Region and perhaps, advance to the next level.
- 7) To offer a challenging environment that will encourage our officers to be the best they can be and provide a way to recognize those who achieve this new level of excellence and accomplishment.

8) To provide a means for officers who have consistently demonstrated excellence through their attitudes and actions, and are deemed by their appointing officers to excel in the performance of their duties, an opportunity to continue to serve in the same position for an additional term beyond that established for their position.

WHO

Officers as Chapter, District, or Region Directors are eligible for appointment to Senior positions if, when compared to their peers, they are determined to be clearly ABOVE AVERAGE in the performance of their position's expectations. It goes without saying that this program is designed for those who EXCEL and no exceptions should be made to this premise. If officers are rewarded with this title and are not deserving, it will discredit the program and undermine its potential benefits to the Members. The program must not reach the point where it -- designation as a "Senior" -- is "expected", and any officer who has a couple of years experience can 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. The Senior Officer Program should not, in any way, be utilized for the sole purpose of extending an Officer's tenure. *Performance is the only viable criteria for selection and appointment.*

Promotion to Senior Officer should be reserved for those Officers who would rate at least an 7 on a scale of 1 to 10. In most cases Officers will have served in their current position for a substantial period of time suitable in order to ascertain their readiness 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 informed decision with respect to such an appointment.

Candidates for the Senior position should have the following attributes:

- 1) Be MEMBER orientated with minimal disgruntled MEMBERS or MEMBER complaints
- 2) Be generally well liked and personable with a team approach to management
- 3) Be considered well ABOVE AVERAGE within their current position when compared to their peers.
- 4) Possess and demonstrate 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 services 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** of the Officer's Guidebook for more information).

HOW

The process of appointment to a Senior position should be of paramount importance to the appointing officers. Therefore it is expected that any Senior Officer Candidate have served successfully in their current office for a minimum of two years and meet the above criteria. The approval process would be as follows:

- 1) Chapter Directors being considered for appointment as Senior Chapter Directors require the recommendation of the District Director, and the concurrence of the Region Director.
- 2) The appointment of a District Director to Senior District Director requires the recommendation of the Regional Director and the concurrence of the Executive Director or his/her designee.
- 3) The elevation of a Region Director to Senior Region Director would requires the approval of the Executive Director.

INSIGNIA

Officers appointed to Senior positions will receive a rocker with the designation “Senior”, to be worn over the Operations Rocker or the 4” Officer Logo Patch.

TERMS OF SERVICE

The term of any Senior Officer will be two years, with annual approval of the appointing officer.

WHAT

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

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

The expectation is that the Senior Officer is capable of :

Mentoring and coaching other Officers & Staff;

Planning and staging District and/or Regional Rallies and other similar events;

Planning and conducting the full range of support events and activities carried out within a District or Region;

Assisting new Chapters with advice and expertise and otherwise promoting development of a strong foundation;

Providing assistance to other Chapters or Districts that may require their support or experience in planning their meetings or activities;

Promoting the betterment of the Association in areas such as image, visibility, growth, and retention;

Assisting in planning and conducting meetings;

Assisting with targetting and cultivating new Officer prospects;

Promoting and effective communications flow;

Be a **ROLE MODEL** for others to follow.