

Tri-County Ground Search and Rescue Group Inc.

**Management Committee
&
Working Positions/Committees**

Structure
And
Roles and Responsibilities

October 22, 2003



Tri-County Ground Search and Rescue Group Inc

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Section 1 – Management Structure

1. Management Committee¹

The Management is directed by the high-level policy as established by the Board and it focuses on the implementation of these policies. It ensures that the implementation is well organized and that all objectives are clearly communicated to and executed by the membership. The Management Committee manages all the work required to keep the team functioning on a day-to-day basis.

The Board of Directors elects the members of the Management Committee with the exception of the Executive Search Manager.

The Management Committee is comprised of the President, Vice President of Human Resources (1st Vice-President), Vice President of External Affairs (2nd Vice-President), Vice President of Operational Support (3rd Vice-President), Treasurer, Secretary, and Executive Search Manager.

The President and Vice Presidents are appointed from within the Board. The other positions may be appointed from the general TCGSAR membership.

The Management Committee Structure document is based on the following principles evolved during the workshop sessions of the fall of 2002:

- Based on the search principle of “Never plan alone!” each functional area has been set-up to draw support from the team—committees of 1 or more
- Create a separation of duties.
- Spread the risk/workload by not just counting on one individual to perform the work..
- Provide for clear accountability. Give people the authority needed. When a person takes on a job/function they know whom they report to and what they are accountable for.
- Permit the Management Committee to modify their work positions/committees based on the job needs for a particular year, but still be guided by the parameters described by the function.
- Distribute responsibility for jobs throughout the team.
- Provide operational focus of groups under a vice-president in key performance areas.

¹ Note: the term Management Committee will be used in place of Executive Committee. This is to avoid confusion with the normal use of the term Executive Committee being a select group of Directors from the entire Board of Directors. As of 2003, the by-laws will still read Executive Committee. This will have to be changed at the next AGM in 2004, or a Special General Meeting



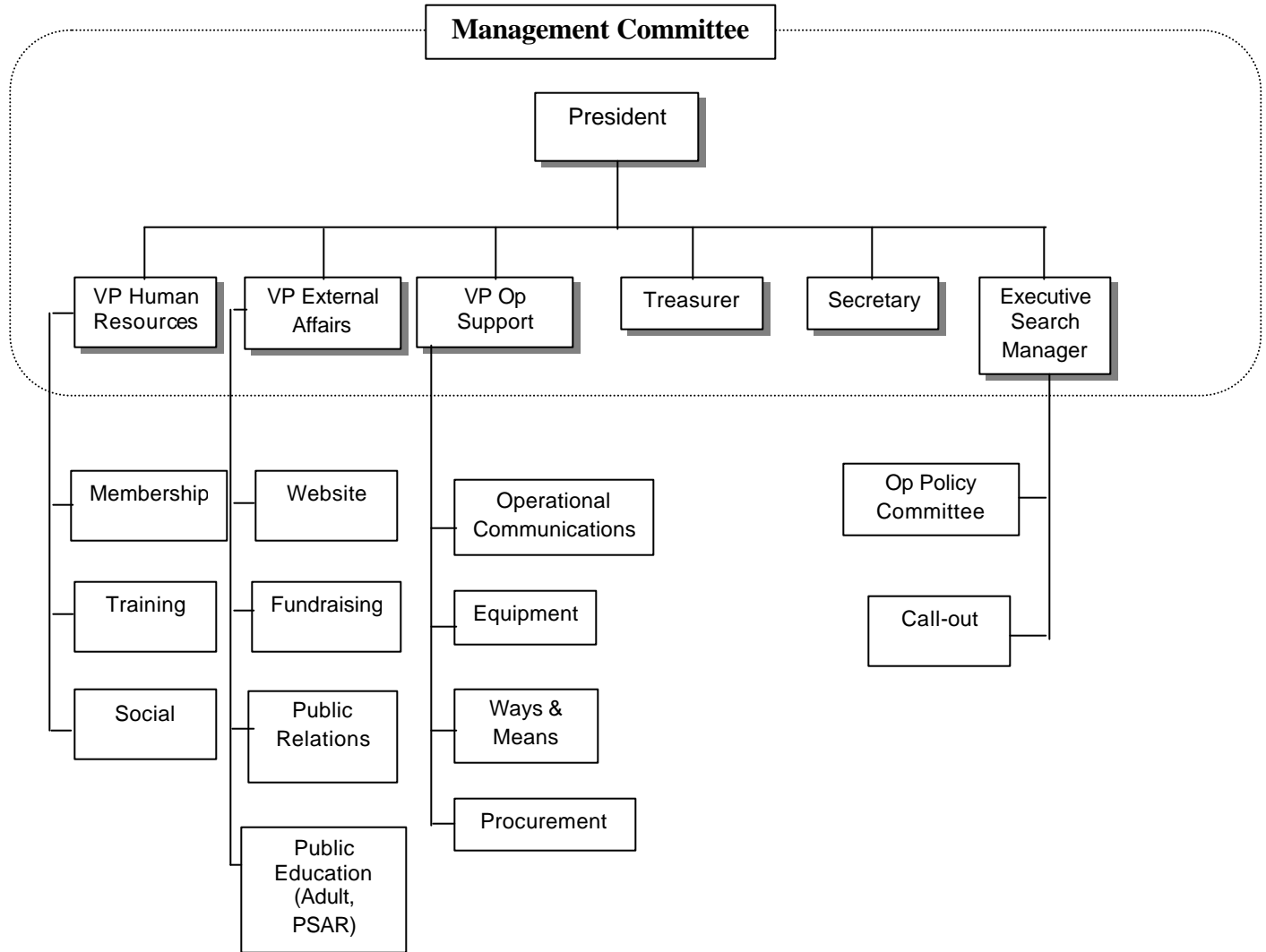
2. Duties of the Management Committee

The Management Committee assumes the following responsibilities:

1. Responsible for the day-to-day management of the team.
2. Implements the yearly operational plan, (includes human, material, technological, financial requirements).
3. Provides input to the Board of Directors on strategic direction and manages the strategic plan.
4. Implements Board policies.
5. Creates administrative and SAR operational policies to guide decision-making. They must be consistent with board policies.
6. Establishes work assignments for team members and working committees.
7. Establishes composition of working positions/committees, including; chairperson, mandate and reporting requirements.
8. Establishes yearly budgets and any revisions.
9. Reports to the Board of Directors on a quarterly basis operational progress as measured against plans.



**Organization Chart
Of
Management Committee And Working Positions/Committees**





2.1 President

The President is elected from the Board and is accountable to the Board on behalf of the Management Committee.

The President of the Management Committee assumes the following responsibilities:

1. Reports to the Board of Directors.
2. Provides leadership to the general membership by communicating the policy of the team to the membership and keeping it focused on the objectives stated in the strategic and yearly operational plan.
3. Responsible for administrative/operational policy.
4. Ensures that budgets are prepared for all administrative/operational areas.
5. Manages the implementation of the strategic and operational plan.
6. Responsible for the strategic plan and ensures it is developed through a process of consultation and review.
7. Chairs all Management and general meetings.
8. Reports to the Board of Directors on a quarterly basis operational progress as measured against plans.

2.2 Vice President of Human Resources (1st Vice President)

The Vice President of Human Resources assumes the following responsibilities:

1. Reports to the President.
2. Responsible for membership, training and social affairs.
3. Responsible for the official register of members.
4. Responsible for section budget preparation and management of approved budget.

2.3 Vice President of External Affairs (2nd Vice President)

The Vice President of External Affairs assumes the following responsibilities:

1. Reports to the President.
2. Responsible for fundraising, public relations, the website and public education.
3. Responsible for section budget preparation and management of approved budget.

2.4 Vice President of Operational Support (3rd Vice President)

The Vice President of Operational Support assumes the following responsibilities:

1. Reports to the President.
2. Responsible for operational communications capacity, equipment and vehicles.



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3. Ensures equipment is maintained, operational and meets current legal requirements.
4. Co-ordinates procurement of equipment.
5. Ensures specifications for equipment are developed to support purchase recommendations.
6. Responsible for section budget preparation and management of approved budget.

2.5 Secretary (Management Committee only)

The Secretary assumes the following responsibilities:

1. Reports to the President.
2. Records and maintains meeting minutes.
3. Distributes information to the membership.
4. Maintains files.

2.6 Treasurer

The Treasurer assumes the following responsibilities:

1. Reports to the President.
2. Ensure that funds are spent properly.
3. Ensure that capital investments are risk free and will preserve capital (e.g. Term deposits, Guaranteed Investment Certificates), and provide the resources needed to carry out the mission.
4. Regularly report to the board of directors on the financial position.
5. Prepare a year-end statement of accounts to present to the Auditor.
6. Present an end-of-year financial report to the Annual General Meeting.
7. Collect and deposit all money for the organization.
8. Co-sign all cheques with either the President or other officer.
9. Pay bills on time and record the information.
10. Keep up-to-date records for all financial transactions.
11. Issue receipts for all money received and record this information.
12. Issue charitable tax receipts.
13. Arrange for the statement of accounts to be audited.
14. Financial planning including producing an annual budget and monitoring it throughout the year.
15. Help prepare and submit any statutory documents that are required.

2.7 Executive Search Manager

The Executive Search Manager assumes the following responsibilities:

1. Reports to the President.
2. Chairs meetings of the Operational Policy Committee.



3. Develops and maintains a duty roster of Duty Search Managers.
4. Maintains contact with client organisations.
5. Represents the team to outside agencies and groups on operational matters.
6. Speaks for the team on operational matters.
7. Ensures the team maintains an appropriate operational response posture.

3. Working Positions/Committees

Working positions/committees are created to support the various functions under the direction of one of the members of the Management Committee. They can be expanded or contracted as required to suit the needs of the organization. Each job will have a lead person or chairperson responsible for the function/position, with additional people chosen from the TCGSAR membership to create a committee where needed.

The Management Committee will consult with the general membership to fill the lead work positions. Members will be chosen based on their willingness, motivation and qualifications to take on the particular position. The lead position or chairperson will be responsible to fill the remaining committee member positions.

When handing over job functions to a new person, the out-going person will guide the new person by providing them with any procedures, processes or other information necessary for the smooth operation of the position.

Following are descriptions of the most common work positions/committees.

3.1 Membership Officer / Committee

The membership officer assumes the following responsibilities:

1. Reports to the Vice President of Human Resources.
2. Develops and executes recruiting drives for new membership in order to meet staffing levels established by the strategic plan.
3. Develops and executes strategies for retention of membership.
4. Processes proposed applications for new members ensuring they are integrated in a consistent, fair and timely fashion.
5. Develops and maintains membership policy.
6. Co-ordinates and organises structured initiatives so that member contributions to TCGSAR are systematically recognized in a consistent manner.
7. Maintains membership records comprising addresses, dates joined, and fees.
8. Prepares a budget request.
9. Issues receipts for membership fees received.



3.2 Training Officer / Committee

The training officer assumes the following responsibilities:

1. Reports to the Vice President of Human Resources.
2. Canvasses the Operational Policy Committee on training needs of the team.
3. Delivers training programs as required to meet established standards.
4. Develops or acquires training materials as required.
5. Develops a quarterly training calendar for submission to the Executive Search Manager.
6. Determines the expenditures required for training and submits a budget request to the Vice President of Human Resources.
7. Ensures a written training plan is developed for each training activity, in a format as defined by the Operational Policy Committee.
8. Ensures training leaders are appointed for each of the required activities, including the appointment of an Operational I/C and/or Search Manager.
9. Ensures a written report (in a format as defined by the Operational Policy Committee) on each training activity is completed and submitted to the Executive Search Manager within 14 days of the training activity.
10. Ensures records of all training is maintained, indicating the date, training activity, participants and number of hours by participant, are prepared and submitted to the Executive Search Manager.
11. Ensures a record of all member promotions and qualifications are maintained and submitted to the Secretary.

3.3 Social Officer / Committee

The social officer assumes the following responsibilities:

1. Reports to the Vice President of Human Resources.
2. Develops and implements a wellness strategy for the consideration of the Management Committee.
3. Organizes and conducts approved social events
4. Conducts approved wellness activities.
5. Maintains a quarterly calendar of events on file with the Secretary.
6. Prepares a budget request.

3.4 Website Officer / Committee

The website officer assumes the following responsibilities:

1. Reports to the Vice President of External Affairs.
2. Develops and maintains the team website.
3. Updates and maintains current all web content.



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4. Develops and maintains a web site strategy for the consideration of the Management Committee.
5. Ensures that the website content is consistent with the values and policies of the Group.
6. Develops and maintains a content approval process for consideration of the Management Committee.
7. Prepares a budget request.

3.5 Fundraising Officer / Committee

The fundraising officer assumes the following responsibilities:

1. Reports to the Vice President of External Affairs.
2. Develops and maintains a fundraising strategy document for the consideration of the Management Committee.
3. Develops and implements a process to solicit the various committees and officers to assess financial requirements.
4. Develops and maintains fundraising policy for the consideration of the Management Committee and the Board.
5. Conducts fundraising activities as approved by the Management Committee.
6. Ensures the fundraising strategy is consistent with legal requirements.
7. Maintains detailed records of all financial activities for submission to the Treasurer.
8. Prepares a budget request.

3.6 Public Relations Officer / Committee

Note: this position does NOT include speaking to the public in relation to operational incidents. This is the responsibility of the Executive Search Manager. (See Section 2.7 Executive Search Manager, Item 5 & 6 above).

The public relations officer assumes the following responsibilities:

1. Reports to the Vice President of External Affairs.
2. Organizes public SAR demonstrations.
3. Organizes and conducts public information seminars.
4. Develops and maintains public relations policy for consideration by the Management Committee and the Board.
5. Supports membership and fundraising activities by developing promotional activities upon request.
6. Participates in municipal public promotional events.
7. Develops information circulars and promotional materials to support approved activities.
8. Develops media campaigns in support of team objectives for consideration by the Management Committee and the Board.
9. Manages and delivers approved media campaigns.



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10. Manages and delivers approved public preventative education programs (PSAR).
11. Prepares a budget.
12. Prepares, in consultation with the Executive Search Manager and the President, operational press releases.

3.7 Operational Communications Officer / Committee

The communications officer assumes the following responsibilities:

1. Reports to the Vice President of Operational Support.
2. Canvasses the Operational Policy Committee for the communications requirements.
3. Participates in the development of training materials for the use of the communications systems.
4. Prepares specifications for communications equipment.
5. Ensures the communications equipment is in good working order.
6. Prepares budgets for communications equipment procurement and maintenance.

Communications Technical Officer

1. Reports to the Communications Officer.
2. Performs maintenance on communications equipment to keep the team in a readiness state.
3. Tests battery chargers and other power sources to ensure proper working order.
4. Runs periodic tests on all radios to ensure their reception capability meets the team's needs.
5. Suggests modifications or improvements to the communications equipment and forwards them to the Communications officer.

3.8 Equipment Officer / Committee

The equipment officer assumes the following responsibilities:

1. Reports to the Vice President of Operational Support.
2. Prepares budget requests for equipment procurement and maintenance.

General

1. Ensure the vehicles are ready at all times. If a vehicle is down for any reason, the Executive Search Manager must be advised.
2. After every snowstorm, the roof of the truck and the trailer shall be cleaned.
3. Regular check of all running lights, horn, signal lights and wipers (once per month).
4. Regular check of tire pressure and condition (once per month).



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5. Regular visual check of exterior areas for damage. Check CP roof for cracks each season. Any damage to be recorded and reported to the Vice-president Operational Support.

Command Post

6. Fluid levels checked regularly (once per month) and after all operational usages. Storage battery conditions should be monitored bi-weekly and charged if required using the small gauge on the medicine cabinet. The storage battery under the CP must be checked and serviced spring and fall.
7. Interior of CP and equipment must be kept clean and tidy.
8. Keep safety inspection on CP up to date-Waite's Garage in Gilbert's Corner
9. Monitor log book in CP re: repairs and mileage

Equipment Trailer

10. A controlled environment must be maintained at all times for equipment trailer contents.
11. Equipment must be clean and dry before storage after searches and training exercises.
12. Keep safety inspection on Trailer up to date—Ed's Trailer Service, Shediac Road or Waite's Garage, Gilberts Corner

Up-Keep and Supplies

13. Radios and compasses are the responsibility of the CP and overhead staff. Radio batteries and conditioning are the responsibility of the Communications Officer.
14. Maintain a supply of flagging tape—both red and blue paper tape. (If supply is low, advise the Team's rep to NBGSARA to make arrangements for additional supply from "J" Division.
15. Maintain a supply of hip chain for both the large and small units
16. Maintain and control the LED lights used for night searches..
17. Maintain, control and rotate sufficient headlamp batteries for 2 night searches:

AAA	Duracell or equivalent	12 pack	1 box
AA	Kirkland	48 pack	3 boxes
C	Duracell or equivalent	12 pack	3 boxes
D	Duracell of equivalent	12 pack	3 boxes
18. Batteries are to be removed from headlamps before storage.

3.9 Ways and Means Officer /Committee

The ways and means officer assumes the following responsibilities:

1. Reports to the Vice-President of Operational Support
2. Controls the inventory of goods for sale to members.
3. Issues receipts to members for goods sold.
4. Maintains a detailed inventory record including: cost of item, sale price for item, number on hand.
5. Maintains a float of \$100.
6. Makes deposit to bank when funds exceed ????? .
7. Provides copies of: new purchases, member receipts and deposit slips to the Treasurer for entry into the accounting system.



8. Prepares a year-end report of inventory (opening inventory balance, purchases made during year, closing inventory balance, cost of goods sold) to be given to Treasurer for entry into the accounting system.

3.10 Procurement Officer / Committee

Day-to-day operational expenses are the responsibility of each vice-president/officer in conjunction with the Treasurer. The function of Procurement Officer is to ensure that major purchases are researched and justified to the management committee.

The procurement officer assumes the following responsibilities:

1. Reports to the Vice-President of Operational Support
2. Investigates the best buy (price, quality, availability) of major items that have been authorized for purchase by the Management Committee.
3. Confirms with the Treasurer that funds are available before major purchase.
4. Prepares a purchase order, obtains approval from the Treasurer and one other member of the Management Committee, and initiates the purchase on behalf of the team.

3.11 Operational Policy Committee

The operational policy committee assumes the following responsibilities:

1. Reports to the Executive Search Manager.
2. Develops and maintains operational policies and guidelines.
3. Develops and maintains a classification system of operational position designations.
4. Develops and maintains job performance requirements for each operational position, performance level and designation.
5. Develops and maintains training standards for operational positions.
6. Recommends team members for certification at various performance levels.
7. Reviews and signs-off on training programs.
8. Develops and maintains equipment standards.
9. Develops and maintains an operational continuous improvement program.
10. Develops and maintains a comprehensive SAR plan and operational pre-plan.
11. Develop and maintain strong working relationships with outside emergency service providers and clients.

3.12 Call-out Officer / Committee

The call-out officer assumes the following responsibilities:

1. Reports to the Executive Search Manager.



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2. Maintains current, all phone contact information for operational team members. The call-out committee should obtain approval for all changes to the operational callout, or should develop detailed policy on this process
3. Suggests changes to the list format and callout process and policy to the Operational Policy Committee.
4. Ensures that response time objectives related to callout are achieved and that deficiencies and problems are promptly reported in writing to the Executive Search Manager.
5. Recruits callout team members as required implementing the approved callout process.
6. Distributes the callout list to the membership.
7. Provides detailed reports to the Executive Search Manager for each callout operation within three days of the activation. Provides the results of each callout to the Search Manager responsible for completing the search report for the operation within 15 days of the call-out.
8. Provides an annual report to the Executive Search Manager summarizing callout operations.