



BOOKLET 113

ORGANIZATION AND MANAGEMENT (GROUPS)

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(NH 0395)	Procedure established by National Headquarters in March 95
(NH 1296)	Procedure established by National Headquarters in December 96

FOREWORD

This booklet was originally prepared at the instigation of delegates in attendance at the Association General Meeting in 1975.

In 1976, the booklet contents and format were distributed in draft form to NEC members and to Group executives for study and approval. As a result, the booklet was then revised to incorporate suggestions and recommendations from both executive levels. The booklet was further updated and substantially revised in August, 1981. This third edition has been edited to enhance brevity and clarity, and to incorporate procedural changes and revisions up to and including December, 1996.

The booklet describes the management philosophies and practices which enhance the activities of Groups in the day-to-day endeavours to effectively support and supervise Wings, and to provide guidelines so that Group executives may properly respond to Wings on all matters relating to policy, procedures and politics.

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ORGANIZATION AND MANAGEMENT (GROUPS)

SECTION 1 - GENERAL

1.01 Introduction

- (1) This booklet is an attempt to portray the organization and management philosophy for Groups of the Air Force Association of Canada so that its effect will be to re-enforce the Group as an organizational entity of the Association in its dealings with the Wings under its control, and to generate a dynamic and viable approach to Group attempts to provide positive and encouraging incentives toward the formation of new Wings and the further development of those currently in existence. (NH 0377)
- (2) As the second management level in the Association, the Group role is of vital importance in enhancing the aims and objectives of the Association. Accordingly, every effort must be made at Group level, while recognizing the benefits and rewards of the social life of Wings, to encourage recognition of the aims and objectives of the Association, and, in particular, its primary national programs. (NH 0377).
- (3) The encouragement which may be provided to Wings by Groups falls into three clearly defined areas:
 - (a) Relative effectiveness of Wing operations;
 - (b) Channels of communication and operating assistance; and
 - (c) Monitoring of activities at Wings. (NH 0377)
- (4) Realization of the benefits which can be obtained in these areas will be enhanced greatly if the Group itself is well organized to meet the requirements of its geographical environment, if it generates an aura of confidence, and if it displays effectiveness and knowledge of the Association, its Aims and Objectives, By-Laws, Rules and Regulations. These attributes may best be developed by a continuing training climate in which the seasoned executive is keeping current and is ensuring that required knowledge is imparted to junior executives and to those who are potential candidates for office. (NH 0377)
- (5) Of necessity, the Group should always strive to attract more middle management ability, primarily because it must ensure a high level of management practised at Wing level and contributes to the professional development of potential candidates for executive office at Group and National level. (NH 0377).

1.02 Short Terms, Abbreviations and Definitions

The following short terms, abbreviations and definitions shall apply to this booklet:

- (a) “Region” shall mean a major geographical area wherein the National Executive Council is represented by a Regional Director;
- (b) “Group” shall mean an intermediate geographical area having an established Group in accordance with Association By-Laws;
- (c) “Area” shall mean a minor geographical area within a Group where the Group has established a Vice-President;
- (d) “Regional Vice-President” shall mean the representative of a Group Executive Council in an area, where the Group is not one with Regional Vice-President having voting status in accordance with Booklet 103; and
- (e) “Area Vice-President” shall mean the representative of a Group Executive Council in an area, where the Group is not one with voting status for Regional Vice-Presidents. These area Vice-Presidents will normally be described as “Vice-President (----area----)”. (NH 0377)

(1.03 to 2.00 inclusive, not allocated)

SECTION 2 - ORGANIZATION

2.01 General Information

- (1) Six geographical groups within the Air Force Association of Canada: Atlantic, Quebec, Ontario, Prairies, Alberta and Pacific Groups.
- (2) Groups shall be responsible for all activities of Wings, other than for minor exceptions outlined under Channels of Communication. (NH 0377)
- (3) Groups shall be responsible to the National Executive Council as represented by the applicable Regional Director. (NH 0377)

2.02 Group Executive Council

- (1) The affairs of the Groups shall be governed by a Group Executive Council which shall consist of: Group President; Vice-President; Treasurer; and such other officers and members as may be determined at a Group Meeting. Such Group Executive Council shall be elected at the Regular Group Meeting by a majority vote, and proxies may be voted. It shall be empowered to conduct the business of the Group within the restrictions outlined in para (g) of Bay-Law 9. (By-Law 9)
- (2) The terms of office for members of the Group Executive Council shall be for either one or two years as determined from time to time by the NEC upon application by the Group concerned, subsequent to approval of such a request by a Group Regular Meeting. (By-Law 9)
- (3) All members of a Group Executive Council shall continue to hold office until new incumbents are elected, except that a seat shall be declared vacant if an incumbent,
 - i) dies or files bankruptcy, or
 - ii) is found to be of unsound mind, or
 - iii) submits his resignation, or
 - iv) has his removal requested by resolution of two-thirds of the delegates at a Group Meeting. (By-Law 9)
- (4) Any vacancy occurring on a Group Executive Council may be filled by appointment by the remaining members. (By-Law 9).
- (5) A salary shall not be paid to any member of the Group Executive Council and, with the exception of salaried officials and employees, no member shall receive any money for his services on behalf of the Association other than such compensation or expense allowance as may be authorized by the NEC. (By-Law 18).

- (6) The recommended organization chart for a larger Group is shown in Annex A and the basic organization should be used by all Groups. While Regional Vice-Presidents should be used as an organizational method of reducing the span of control, they normally should not exceed a number representative by one for each 1,000 members in the Group and under no circumstances should be used organizationally in a ratio of more than one for each 500 members. There will be circumstances when the geography of a Group imposes difficulty for a Group President without local assistance. In such an instance, there is no objection to Group Vice-Presidents being allotted on an area basis; however, there should be significant membership in each of the areas involved to justify this approach. Where area Vice-Presidents are not justified, a representative of each Wing, normally the Immediate Past Wing President or the incumbent Wing President should have status as a member of the Group Executive Council. (NH 0377)
- (7) The Group President should check immediately after the commencement of each membership year to ensure that his Group Executive Council members have renewed individual memberships with their Wings. This is the only way to ensure that Council business cannot be invalidated by a complaint that one of the councillors is not a member in good standing. (NH 0377)
- (8) Generally within the limits outlined above, the philosophy should be to obtain adequate representation for Wings on the Council, but to ensure that a top heavy hierarchy is not created. A particular position should not be created unless there is membership available to support it. (NH 0377)
- (9) Statements of duties for members of the Group Executive Council are outlined in Section 14. (NH 0377)

2.03 Group Committees

- (1) The Group Executive Council requires various committees to effectively carry out both its internal roles and functions within the aims and objectives of the Association. (NH 0377)
- (2) Essential committees are as follows:
 - (a) Resources and Projects Committee
 - (b) Aviation and Military Affairs Committee
 - (c) Membership Committee
 - (d) Resolutions Committee
 - (e) Awards Committee
 - (f) Nominations Committee. (NH 0377)
- (3) These committees should have functions generally compatible with similar committees at the National level. Where possible, they should include ex-officio members with status in the civilian community, particularly in the areas of Resources and Projects, and Aviation and Military Affairs to ensure that all available expertise is exploited in an endeavour to upgrade both knowledge and effectiveness. (NH 0377)

(2.04 to 3.00 inclusive, not allocated)

SECTION 3 - RULES AND REGULATIONS

3.01 General Information

- (1) A Group Executive Council may make such rules and regulations governing its procedure and that of the Wings under its jurisdiction as are not inconsistent with these by-laws and/or any rules and regulations made by the NEC provided that such Group rules and regulations shall not be in force or acted upon until approved by the NEC. (By-Law 9)
- (2) The By-Laws, Rules and Regulations of the Association are contained in the current Booklet series. (NH 0377)

(3.02 to 4.00 inclusive, not allocated)

SECTION 4 - COMMUNICATIONS

4.01 General Information

- (1) Groups have communications responsibilities in two directions, upward to the National Executive Council (through National Headquarters) to keep the NEC knowledgeable concerning conditions in Groups and Wings; and downward to Wings to ensure that Wings are familiar with trends at Group and National levels. (NH 0377)

4.02 Group Bulletin

- (1) Each Group is encouraged to publish a periodic Group bulletin to circulate essential information to Wings. National Headquarters and individual NEC members should be included on the circulation for information. (NH 1296)

4.03 Channels of Communication

- (1) Channels of communication are outlined in Booklet 111, Managing a Wing, along with exceptions which may apply. Groups should operate within the principles outlined and take every opportunity to ensure that Wings do not communicate direct with National Headquarters on matters that logically come under the purview of Group. (NH 1296)
- (2) NHQ experiences many unnecessary and time consuming calls relating to problems which should have been handled readily at the Group level. It is imperative that Groups assert their influence in this area to ensure that the principles of organization and management are not violated. (NH 0377)
- (3) When Groups are communicating with the National level of the Association, care should be taken to use the following procedures:
 - (a) for items on which policy is established and clearly falls within the Staff realm, communicate directly with National Headquarters; and
 - (b) for items involving Association politics, complaints or proposals for changes in policy, direct material to the appropriate elected official on the NEC, normally the Regional Director. (NH 0377)

4.04 Group Files and Reference Material

- (1) The Group Secretary is responsible for the maintenance of Group correspondence files and is required to hand over all official reference material to an incoming Secretary. (NH 0377)
- (2) All Group Executives should maintain up-to-date files of reference material, including the Association booklet series and ensure that all material concerning the position held is

passed over to an incoming replacement. This is particularly important if an Executive is holding more than one position on the Group Executive Council or is filling a second position at another level. It is essential that separate files be maintained for each position held so that continuity can be maintained on handover. (NH 0377)

(4.05 to 5.00 inclusive, not allocated)

SECTION 5 - GROUP OPERATIONS GENERALLY

5.01 General Information

- (1) There are many factors which influence the operational activities of a Group, including geography, membership strength and its financial status. Notwithstanding, each Group should have an operational program which will stabilize and advance the operations of the Wings within the Group. (NH 3077)
- (2) Annex B is a recommended cyclic schedule which should be utilized where possible. (NH 0377)
- (3) Where practicable, Group Executive Council Meetings should be scheduled to coincide with Group or Wing functions at which a majority of Council members would naturally be in attendance. (NH 0377)

(5.02 to 6.00 inclusive, not allocated)

SECTION 6 - FINANCIAL MANAGEMENT

6.01 General Information

- (1) The financial management philosophy of Groups with respect to budgeting and control should follow generally that outlined for Wings in Booklet 111, Managing A Wing. (NH 0377)

- (2) As Groups are largely dependent on outside financing, budgets for Groups are usually restrictive, it is strongly recommended that Groups consider methods of increasing self-support, with attendant improvement in flexibility and the number of promotional programs that may be undertaken. (NH 0377)

6.02 Group Capitation Grants

- (1) ~~An annual grant will be paid to each Group by National Headquarters, consisting of \$2.00 for each regular Wing member in good standing on 31 March, based upon the Group population as reflected in the March membership report. The grant will consist of one payment each year, paid during the month of April. (AM 48/96).~~ The elimination of the Group Capitation Grant was the subject of a vote at NEC in 2006, and subsequently put to the membership through delegates in attendance at the AGM that year. As a consequence of approving the budget which did not include a capitation grant, the grant was effectively eliminated. Since then, consideration was given to the provision of a Wing Visitation Allowance equal to \$100 payable to each Group for each Wing that submits an effective Annual Report. Eligibility for the allowance is also governed by the submission of an annual business plan, by Groups to National. These decisions were made during the AGM 2008 in Montréal.

6.03 Miscellaneous Fund Raising

- (1) A Group shall not require any of its members to pay additional amounts as part of the fee structure or levy any assessment against them as individuals; however, in addition to the Group Capitation Grant, a Group may assess Wings proportional to their respective memberships to accumulate required funds for the operation of the Group. These assessments shall be approved at a Group Meeting. (AM 47/75)
- (2) Miscellaneous projects which should be assessed are raffles independent of or in conjunction with Annual Group Meetings, the sale of lottery tickets and sales programs of Association sales items at major aviation events. (NH 0377)

6.04 Budgeting

- (1) Budgeting should be done on a forward basis and control of expenditures should be exercised by the Group President and Group Treasurer jointly. (NH 0377)

6.05 Audit of Group Accounts

- (1) A certified member of an incorporated and recognized Association of Accountants and Auditors shall be appointed at a Regular Meeting of each Group, for such period as may be determined at such meeting and until his successor is appointed, to audit annually the accounts of the Group. (By-Law 19)
- (2) Any auditor so appointed shall be required to report annually to the Group Executive Council, which reports shall be tabled at the first regular Group Meeting held following receipt of the report(s). (By-Law 19)

(6.06 to 7.00 inclusive, not allocated)

SECTION 7 - MEMBERSHIP

7.01 General Information

- (1) The Group role in the membership function covers both the encouragement and development of increased membership at existing Wings, and the development of new Wings to exploit the Wing membership potential in currently untapped areas. Groups should also maintain a strong interest in National members (members-at-large) because these are potential Wing members of the future, and usually the source members when new Wings are formed. (NH 0377)
- (2) Each Group shall have an executive specifically responsible for the membership function, normally the Group Vice-President, and there shall be a Group Membership Committee with that individual as Chair. (NH 0377)
- (3) Regional or area Vice-Presidents, in Groups where they exist, shall be responsible for assisting with the Group Membership function in their respective areas. (NH 0377)
- (4) Regional Directors are tasked by the NEC to generally supervise the membership function in their regions, and although the formation of new Wings is a Group responsibility, it will be advantageous to keep the Regional Director informed and seek his assistance when developing a new Wing. (NH 0377)

7.02 Wing Membership

- (1) The Group should have a definitive program for growth of Wings and should strongly encourage expansion of Wing programs to promote growth. (NH 0377)
- (2) National Headquarters circulates a monthly or bi-monthly membership report detailing Wing membership. It compares Wing membership with the same period of the year before and indicates the number of non-renewals from the previous membership year. This report provides the tool with which Group Executives can monitor activity at Wing level. (NH 0377)
- (3) Specifically, beginning with the Regional Vice-President and working up through the Membership Committee hierarchy, the following checks should be maintained:
 - (a) Is the Wing consistently submitting Membership reports monthly as required by Booklet 105?
 - (b) Has the Wing achieved renewal targets in the early months of a membership year as required — and is it consistently endeavouring to achieve renewal of its non-renewals?
 - (c) Are new regular members being attracted in satisfactory numbers? (NH 0377)

- (4) Members of the Group Executive Council are in a position to take a more objective view of Membership than those on a Wing Executive Council. From the vantage point they enjoy they should do everything possible to encourage Wings to higher membership achievement — the growth of their Group depends on what goes on in Wing Membership Campaigns. Booklet 105 should be used by Group executives in this endeavour and every opportunity should be taken to ensure that Wings are correctly and adequately using the methods and procedures recommended. (NH 0377)

7.03 New Wings

- (1) Group executives should be continually searching out potential areas for new Wings. (NH 0377)
- (2) Organization kits are available at National Headquarters and will be forwarded to individuals who have expressed a serious desire to form a Wing, and have been recommended by the Group. (NH 1296)
- (3) In any instance where contact has been direct with NHQ, NHQ will inform the Group President and the Regional Director accordingly when the organization kit is dispatched. It is incumbent upon the Group President to direct the involvement of the Group Vice-President or Regional Vice-President. (NH 1296)

7.04 National Members

- (1) National Members (Members-at-Large) are an important group in the Association. Many of them wish to support the Association but are not inclined to participate in Wing activities. In other instances, for one reason or another, they have left Wings. They do, however, represent potential Wing members. Accordingly, Wings should be encouraged to enlist National members in instances where they cannot get them to join as or renew as Wing members. At least this will ensure that their names and locations are available for future reference of the Wing involved. (NH 0377)
 - (2) Upon request, NHQ will forward to each Group President or Wing President the list of National members (MALs) in the area of the Group or Wing. (AM 55/75)
 - (3) Group Presidents should break down the list to distribute names to Wings for recruiting purposes. In addition, searches should be conducted for areas with sufficient concentrations to warrant a concerted effort to form a new Wing. (NH 1096)
 - (4) It is not unusual for Group Presidents to invite MALs to attend Group Meetings as observers. (NH 1296)
- (7.05 to 8.00 inclusive, not allocated)

SECTION 8 - DEVELOPMENT AND TRAINING

8.01 General Information

- (1) Groups are encouraged to conduct development and training seminars, both for the purpose of developing individuals for higher positions and for training those who require additional knowledge of procedures to do their Association jobs effectively. (NH 0377)
- (2) The occasions of Group Executive Council Meetings and Group Annual Meetings should be exploited by conducting seminars and bull sessions. In addition, opportunities should be sought to conduct similar activity at Wing level. (NH 0377)

(8.03 to 9.00 inclusive, not allocated)

SECTION 9 - SUPERVISION OF WINGS

9.01 General Information

- (1) Usually, visits to Wings by Group executives are generated by social activity on the part of the inviting Wing. It is recognized that social events are a necessary and desirable part of Association life. They do not, however, enhance the management of the Wing unless the visiting executive uses the visit opportunity to that advantage. (NH 0377)
- (2) On other occasions, the Group executive will be visiting to fulfill a Group visit requirement in the Wing visit schedule. (NH 0377)
- (3) Regardless of the circumstances of a visit, time should be scheduled for Wing Management review. (NH 0377)
- (4) A Group is responsible for insuring that each of its Wings has an effective program of activities, is adhering to Association By-Laws, Rules and Regulations in the conduct of its business, monitoring of the Wing membership function, financial management and the development of Wing Members to assume Wing leadership. (NH 0377)

9.02 Management Review by Visits

- (1) Visits by Group executives should be arranged on a scheduled basis. In Groups having Group Regional Vice-Presidents, each Regional Vice-President should visit Wings for management review purposes at least once each year. The Group President should plan to visit each Wing personally on a three year schedule. Where necessary, due to the number of Wings involved, this duty may be delegated to a Group Vice-President. (NH 0377)
- (2) It is expected that some or all of these visits will be coordinated with a Wing social event, or with accompanying Group activity in the area of the Wing being visited. (NH 0377)
- (3) Where possible, Wings should be encouraged to invite local National members (MALs) to Wing events being attended by the Group President. (NH 0377)
- (4) The Wing Management review should assess the Wing's relative success in operating in accordance with Booklet 111, Managing a Wing, and a report for file should be prepared after each review. In particular, Wing organization, financial management, and membership management should be assessed along with the Wing programs and effectiveness of Wing public relations. Where possible, attempts should be made to assess the Wings effect within the community by interviewing the Mayor or other public officials. (NH 0377)

9.03 Management Review by Phone

- (1) Much Group business can be efficiently accomplished by telephone, Fax or E-mail. This is not to say that phone contact should supplant visits. Rather, there should be a good mix of the two methods of communications to gain effectiveness with economy. One of the often heard complaints of Wings attempting to justify direct contact with NHQ is that they are ignored by their Group. Phone/fax contacts are one way to ensure that confidence in the Group organization is established so that the Group can fulfill its responsibilities. (NH 0996)
- (2) Arrangements should be made among the Group executive for continuing contact, during which assistance can be given, if required, and performance can be monitored. (NH 0377)

9.04 Gauging Wing Effectiveness

- (1) Assessing the relative performance of Wings is challenging because no two Wings are comparable in every way. It may prove more practical to gauge a Wing's current effectiveness from what it was previously. What is really required in the management review is an assessment of whether or not progression and increased effectiveness are occurring at a steady rate within the Wing. (NH 1296)

(9.05 to 10.00 inclusive, not allocated)

SECTION 10 - GROUP MEETINGS GENERALLY

10.01 General Information

- (1) The Group meeting agenda should be developed from the point of view of Association aims and objects, and each should cover a management review of the Wings under the Group in aspects of membership, finance, development and adherence to good management practices. (NH 0377)
- (2) The Group President should accept as a personal responsibility, the issuing of an invitation to the Regional Director to attend each Group meeting held. There will be occasions when the Regional Director cannot be present; however, the invitation will provide the opportunity for the Regional Director to suggest items which may be timely for discussion if he is not able to attend and participate in discussions. (NH 0377)
- (3) Each decision by the Group Executive Council should be communicated to NHQ either in the form of meeting minutes, or, if between meetings, by correspondence. A copy should also be provided to the Regional Director. This will enable NHQ to keep a file on trends and where a need appears to be universal, issue information on it to other Groups. The copy to the Regional Director will ensure that he is conversant with trends and will be able to speak to any item in the NEC. (NH 0377)

(10.02 to 11.00 inclusive, not allocated)

SECTION 11 - PREPARATION FOR GROUP ANNUAL MEETING

11.01 General Information

- (1) This section outlines the actions to be taken by the Group Executive Council to initiate Wing preparations for the Group Annual Meeting — and to prepare Wing Annual Report material for consideration at the Group Annual Meeting. (NH 0377)
- (2) At least 90 days prior to an Annual Group meeting, there must be a “Notice of Meeting” received by Wings. The Notice of Meeting should include the following information:
 - (a) date and place of the meeting/convention;
 - (b) allocation of accredited delegates based on Wing Counts at 31 March of the current year;
 - (c) agenda of the meeting;
 - (d) registration fees for delegates and spouses; and
 - (e) any relevant notes and instructions for delegates. (NH 0377)
- (3) In addition the Notice of Meeting letter should remind Wings:

- (a) that the Wing Annual Report is required and the name of the initial recipient as determined by the Group;
 - (b) confirmation of the date by which the Wing Annual Report is required;
 - (c) that nominations for positions on the Group Executive Council should be forwarded with the Wing Annual Report;
 - (d) that proxies should be submitted if attendance of a delegate is not practical; and
 - (e) give Wings the opportunity to recommend names for nomination for positions on the NEC. (NH 0377)
- (4) It should be emphasized to Wings that the Wing Annual Reports must be submitted by the required dates to assure consideration of material contained in them. (NH 0377)

11.02 Pre-Convention Meeting

- (1) The Group President, being in possession of Wing Annual Reports, and having reviewed the Wing reports and assembled the various packages required for consideration, shall convene a meeting of the Group Executive Council immediately prior to the Group Annual Meeting for the purpose of actioning submitted material to the point where the recommendations of the Group Executive Council can be made to the Annual Meeting with respect to each item. (NH 0377)
- (2) The following are actions required at this meeting on items initiated either at Wings or at the Group and this sub-para should be read in conjunction with the Group Annual Report form to ensure that the material is prepared in the proper order and format:
 - (a) Resolutions — All resolutions must be considered. Where necessary, they must be revised to meet the format requirements for consideration by the National Resolutions Committee. Where necessary, they must also be reworded for clarity. In particular, they should be assessed for applicability on a National basis if they are being prepared for consideration at the National level. Resolutions for consideration at the Annual Meeting should be presented to the delegates in typewritten form.
 - (b) Nominations for National Awards — The submissions initiated at Wings should be carefully scrutinized. In addition, the Group Executive Council is required to include a narrative comment with each submission and prepare for National HQ all of the submissions received from Wings. Any submissions that are to be generated by the Group should be similarly treated. (See Booklet 104)
 - (c) Nominations for Positions on the National Executive Council — During even-numbered years, the positions of National President, National 1st Vice-President, and National 2nd Vice-President are open for nomination, and elections for these positions are conducted at the Association General Meeting. In addition, in each calendar year which is an even number, a nomination is required for Regional Director. (AM 4795)

11.03 Group Presidents Annual Report

- (1) The Group Presidents Annual Report shall be prepared for presentation at the Group Annual Meeting. (NH 0377)
- (2) It shall comprehensively outline the activities of the Group for the year, and as a minimum requirement, shall outline:
 - (a) action taken to form new Wings and a report on current status;
 - (b) action taken to upgrade Wing programs and meetings, Wing management effectiveness, and improvement of Wing reporting;
 - (c) action taken to,
 - i) encourage promotion of increased membership in Wings (Booklet 105), and
 - ii) involve National members (MALs) in Group activities and encourage transfer to Wing membership, and encourage Wings to enlist persons as National members where an approach for Wing membership has not been successful;
 - (d) the activities of the action committees: Resources and Projects, and Aviation and Military Affairs, and involvement generated by the Group in Military and civil aviation (Aims and Objectives);
 - (e) the current situation in Group and its Wings with regard to internal communication and external publicity, and what the Group is doing to promote both, particularly promotion of the Association generally, promotion of the Trust, and promotion of *Airforce* magazine;
 - (f) the Group development and training program and a review of the current situation;
 - (g) Group involvement in generating or encouraging Wings to generate resolutions of National importance;
 - (h) current problems for which the Group has not found solutions;
 - (i) recommendations on any Wings that are not meeting minimum requirements as indicated by the review of Wing Annual Reports and Management reviews by Group executives; and
 - (j) any additional items or areas of interest indicated by the Group Executive Council.
- (3) The preparation of this report, although shown in this section as a pre-group meeting item, should be an ongoing project throughout the year so that its preparation does not come as a complete surprise and a crisis situation on the eve of the Group meeting. Taken overall, the Group President's Annual Report is one of the most important annual documents in the Association because it, when combined with reports of other Group Presidents, provides an overview of the entire Association for the benefit of the NEC. With the exception of the knowledge available from Regional Directors, it is the only source of such information for the NEC. Accordingly, it provides vital information relative to the continued viability and development of the Association. (NH 0377)

(11.04 to 12.00 inclusive, not allocated)

SECTION 12 - GROUP MEETING/CONVENTION

12.01 General Information

- (1) The culmination of the Group activity year is its Group Annual Meeting/Convention. This occasion is sufficiently important to merit the best management possible, both from the business and social points of view. (NH 0377)
- (2) Host Wings for Group Annual Meetings should be selected four years in advance so that orderly preparation may proceed. In cases where Groups do not now plan ahead that far, there should be a program of advancing planning one year at a time until the four-year spacing is reached. (NH 0377)

(12.02 to 13.00 inclusive, not allocated)

SECTION 13 - GROUP ANNUAL REPORT PROCEDURES

13.01 General Information

- (1) Just as Wing Annual Reports are of importance to Group Regional Vice-Presidents and Group Presidents in monitoring Wing activities, the Group Annual Report is essential to the effective performance of Regional Directors and the National Executive Council in considering the relative fortunes of Groups of the Association. (NH 0377)
- (2) In order to ensure that Regional Directors and other members of the NEC have access to timely and accurate information on the activities of Groups, both in internal activities and in the stewardship of Wings entrusted to their supervision, the Group Annual Report should be looked upon as an extremely important aspect of the year's activities. (NH 0377)
- (3) This section outlines the preparation of the Group Annual Report and its processing at all levels. (NH 0377)

13.02 Reporting Form

- (1) A copy of the Group Annual Report is included in this booklet as Annex C. (NH 0395)
- (2) The Group President and Group Secretary jointly share the prime responsibility for preparing Part 1 of the report, but must take advantage of information available from several Group Regional Vice-Presidents and Wing Annual Reports in gathering the applicable data. (NH 0377)
- (3) The Group Secretary is responsible for preparing Part 2 of the Report. In the event that any information contained in Part 2 of the report changes during the course of the year, the Group Secretary should inform both the Regional Director and National HQ by letter accordingly. (NH 0377)
- (4) Sufficient copies of the Group Report Form will be forwarded to Groups annually. (NH 0377)

13.03 Submission Dates

- (1) The Group Report Form must be completed annually, as outlined in this section, and submitted as follows to reach Regional Directors within one month subsequent to the Monday following the Annual Group Meeting:
 - (a) the original copy to the Regional Director;
 - (b) an information copy to National Headquarters; and
 - (c) a file copy for Group records. (NH 0377)
- (2) National HQ will use the data of receipt of the information copy as the recorded date for the purposes of actioning material contained with the report. The date shown as the latest date for receipt by Regional Directors will be the date established for all Group material to be consolidated. Group Annual Reports received after that date cannot be actioned, by direction of the 25th Annual General Meeting. (AM 39/75)

13.04 Preparation of Report

- (1) The Report Form is self-explanatory; however, those preparing the form should always double-check to ensure that material being forwarded has been developed as outlined earlier in this booklet and that it is attached to the report as required. (NH 0377)

13.05 Action by Regional Director

- (1) The Regional Director shall review the Group Annual Report and if, in his judgement, the report fulfills the minimum requirements outlined, he will endorse the report and forward the originals to the National HQ to reach NHQ within three weeks subsequent to the date he received it. He should also extract material for his own annual report. (NH 0377)

- (2) If, in the judgement of the Regional Director, the report does not fulfill the minimum requirements specified, the report is to be returned to the Group with a covering letter of explanation before further action is taken. Further, he is to be guided by, but not restricted to, the established minimum requirements. If, in his judgement, a Group Report does not meet minimum requirements, but the Group has the potential of becoming an effective organization within a reasonable period of time, it is his prerogative to endorse the report as fulfilling the minimum requirements, subject to later monitoring. (NH 0377)
- (3) Where a Regional Director rejects a Group Report on the first submission, he should work very closely with the Group concerned to ensure that a re-submission is ready for actioning by the date the Regional Director is required to submit to NHQ. (NH 0377)

13.06 Action by NHQ

- (1) The primary action on the Group Annual Report, Part 1 is by the Regional Director and other elected members of the NEC; however, NHQ consolidates and develops the material involved, into the packages required for consideration both before and during the Association General Meeting and/or by the next occurring business meeting of the National Executive Council. (NH 0377)
- (2) Part 2 of the Report is used for preparing the Association Booklet 107, Directory "B" (updated annually). At the closing date the latest Part 2's received are to be used in developing the new directory, including any interim reports, however, if no current report is on hand for a particular Group the information from the previous directory shall be repeated in the new directory. (NH 0377)
- (3) Throughout the year, as changes are received from Group Secretaries the NHQ record copy of the directory shall be amended. Once each month the record copy shall be circulated among NHQ staff for updating of all directories in use at National. (NH 0377)

(13.07 to 14.00 inclusive, not allocated)

SECTION 14 - STATEMENTS OF DUTIES

14.01 General Information

- (1) This section contains the terms of reference and statements of duties associated with the Group organization outlined in Annex A. (NH 0377)
- (2) In the event that positions are included on the Group Executive Council that are not described herein, statements of duties should be developed by the Group concerned. (NH 0377)

14.02 Statement of Duties and Responsibilities, Group President

- (1) The Group President shall:
 - (a) Have general supervision over the affairs of the Group to see that the Constitution and By-Laws, Rules and Regulations are enforced, and call Special Meetings when necessary;
 - (b) Chair the Group Aviation and Military Affairs Committee;
 - (c) Be ex-officio a member of all Group Committees;
 - (d) Endeavour to maintain coordinated action in all activities of the Group and to promote and stimulate the growth and expansion of all Wings in the Group;
 - (e) Ensure that all Past Presidents of the Group are invited to serve on the Group Advisory Committee;
 - (f) Ensure that all in-coming correspondence, particularly from National Headquarters, a member or members of the National Executive Council, the Group or another Wing of the Association, is handled with care and dealt with expeditiously as the situation warrants; and
 - (g) Undertake other duties assigned by the Group Executive Council. (NH 0377)
- (2) The Group President will be responsible to the National Executive Council, through the Regional Director, for all activities of the Group and its Wings. (NH 0377)
- (3) The Group President will be responsible for all members of the Group Executive Council. (NH 0377)

14.03 Statement of Duties and Responsibilities, Immediate Past Group President

- (1) The Immediate Past Group President shall:
 - (a) Assist the Group President in the general supervision of the Group;
 - (b) Assist the Vice-President in planning, organizing and scheduling periodic Wing membership campaigns and developing Group policy for the membership functions;

- (c) Ascertain that all Association-recommended projects are studied, investigated and, upon Group approval, implemented;
 - (d) Chair the Group Advisory Committee;
 - (e) Establish and manage sub-committee(s) and/or formulate any other Group Committee(s) as the workload warrants, to ensure effectiveness in the pursuit of all objectives and commitments;
 - (f) Consult with the Group Executive Council to obtain approval of any action to be taken, particularly if such action entails the use of funds;
 - (g) Report to the Group Executive Council in accordance with Group policy;
 - (h) Ensure that all business correspondence is channelled through and/or directed to the attention of the Group Secretary;
 - (j) Ensure that the Group participants in all activities promoted by the Association; and
 - (k) Undertake other duties as assigned by the Group Executive Council. (NH 0377)
- (2) The Immediate Past Group President will be responsible to the Group President for the pursuit of these activities. (NH 0377)

14.04 Statement of Duties and Responsibilities, First Vice-President

- (1) The First Vice-President shall:
- (a) Assist the Group President in the general supervision of the Group and preside in his/her absence;
 - (b) Primarily, coordinate the efforts of Wing Chair in their endeavours to maintain a stabilized and orderly growth in membership, and work with the Regional Director on the Regional Membership Committee;
 - (c) Maintain a list of Federal, Provincial and Civic officials, particularly if any of these are known to be former Air Force or of an aviation background, who should be invited to attend the main function of the Group.
 - (d) Chair the Resources and Projects Committee;
 - (e) Establish and/or promote a good relationship between the Group and all aviation and/or aerospace organizations operating in the Group area;
 - (f) Establish and manage sub-committee(s) and/or formulate any other Group Committee(s) as the workload warrants, to ensure effectiveness in the pursuit of all objectives and commitments;
 - (g) Ensure that all business correspondence is channelled through and/or directed to the attention of the Group Secretary;
 - (h) Consult with the Group Executive Council to obtain approval of any action to be taken, particularly if such action entails the use of funds;
 - (i) Report to the Group Executive Council in accordance with Group policy; and
 - (k) Undertake other duties assigned by the Group Executive Council. (NH 1296)
- (2) The First Vice-President will be responsible to the Group President for the pursuit of these activities. (NH 0377)

14.05 Statement of Duties and Responsibilities, Group Treasurer

- (1) The Group Treasurer shall:
 - (a) Assist the Group President in the general supervision of the Group;
 - (b) Primarily, operate the financial functions of the Group by accurately recording, monitoring, and controlling the flow of funds, guiding the Resources and Projects Chair if necessary, in the execution of his/her duties and acting in his/her behalf in cases of absence or illness;
 - (c) Keep a faithful account of all expenditures and receipts in a book belonging to the Group and ensure that all cheques presented for payment by the Group are jointly signed by the Treasurer and one other member delegated by the Group or any other two members delegated by the Group;
 - (d) Assist the Resources and Projects Chair in planning and organizing fund raising events for the Group and Wings;
 - (e) Ensure that all Group accounts are presented for an annual audit in accordance with Group policy or Association By-Laws, as applicable;
 - (f) Establish and manage sub-committee(s) and/or formulate any other Group committee(s) as the workload warrants, to ensure effectiveness in the pursuit of all objectives and commitments;
 - (g) Consult with the Group Executive Council to obtain approval of any action to be taken, particularly if such action entails the use of funds;
 - (h) Report to the Group Executive Council in accordance with Group policy, including the current financial standing of the Group;
 - (i) Ensure that all business correspondence is channelled through and/or directed to the attention of the Group Secretary; and
 - (j) Undertake other duties assigned by the Group Executive Council. (NH 0377)
- (2) The Group Treasurer will be responsible to the Group President for the pursuit of these activities. (NH 0377)

14.06 Statement of Duties and Responsibilities, Group Secretary

- (1) The Group Secretary shall:
 - (a) Assist the Group President in the general supervision of the Group;
 - (b) Take charge of all correspondence for the Group, ensuring action as required and the dissemination of information in general;
 - (c) Receive Group record copies of Association Booklets and maintain a control file;
 - (d) Attend Group Executive Council general and special meetings, keep a true and faithful record of all meetings and the deliberations thereof and in the case of unavoidable absence or illness to delegate another Group executive member to carry out those duties;

- (e) Issue notices of all meetings, whether of the Wings of the Group, or of the Group Executive Council, as directed by the Group President or the Group Executive Council and ensure that invitations are extended in accordance with Group policy;
 - (f) Establish and manage sub-committee(s) and/or formulate any other Group committee(s) as the workload warrants, to ensure effectiveness in the pursuit of all objectives and commitments;
 - (g) Consult with the Group Executive Council to obtain approval of any action to be taken, particularly if such action entails the use of funds;
 - (h) Ensure that all correspondence directed to the Group or to a member of the Group Executive Council is handled with care and dealt with expeditiously;
 - (i) Take charge for safe-keeping, all books, correspondence and records of the Group, these to be kept safely at a place designated by the Group Executive Council; and
 - (j) Undertake other duties assigned by the Group Executive Council. (NH 0377)
- (2) The Group Secretary will be responsible to the Group President for the pursuit of these activities. (NH 0377)

14.07 Statement of Duties and Responsibilities, Group Publicity Chair

- (1) The Publicity Chair shall:
- (a) Ensure that all worthwhile channels of publicity for the Group and its Wings are used advantageously, including the Group and Wing Bulletins, *Airforce*, etc.;
 - (b) Establish and/or organize any necessary sub-committee(s) as the workload warrants and to ensure that both the Group President and the First Vice-President are invited to attend all sub-committee meetings as well as meetings of the Publicity Committee;
 - (c) Consult with the Group Executive Council to obtain approval of any action to be taken, particularly if such action entails the use of funds;
 - (d) Report to the Group Executive Council in accordance with Group policy;
 - (e) Advise the First Vice-President whenever due to illness or unavoidable absence, he/she is unable to perform any required duties;
 - (f) Ensure that all business correspondence is channelled through and/or directed to the attention of the Group Secretary; and
 - (g) Undertake other duties assigned by the Group Executive Council. (NH 0377)
- (2) The Group Publicity Chair will be responsible to the Group President for the pursuit of these activities. (NH 0377)

14.08 Statement of Duties and Responsibilities, Regional and Area Vice-Presidents

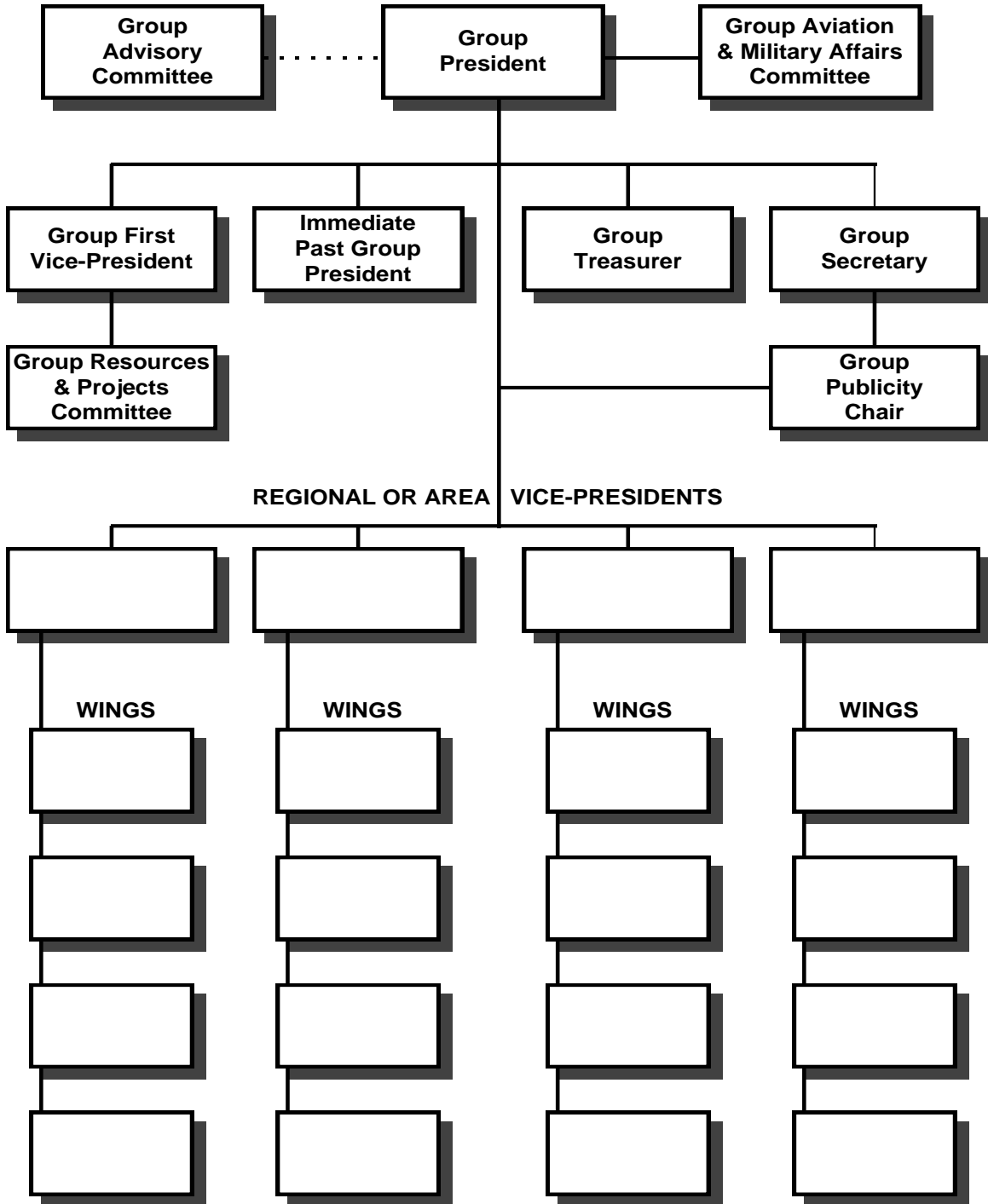
- (1) The Group Regional or Area Vice-President, as applicable, shall:
 - (a) Visit Wings in his area in accordance with Group policy (business meetings in preference) and to correspond with them in order to make himself known to the Wing Executive Council and members of those Wings;
 - (b) Assist and advice the Wings in his area on any problem with emphasis on membership, guest speakers, contact with the Canadian Forces, the RCAF Benevolent Fund, civil aviation, etc.;
 - (c) Ensure that Wings in his area are aware of the facilities offered by way of assistance to Wings by Group and National, such as application forms, promotional pamphlets, etc.;
 - (d) Act as liaison between the Wings in his area and the Group;
 - (e) To act as liaison between the Wings in his area and the local Canadian Forces establishments by keeping in touch with the Wing Contact Officers;
 - (f) Urge increased activity at all Wings in his area, with particular guidance and attention to those Wings which require assistance towards a sound and permanent footing;
 - (g) Encourage inter-Wing visits and competitions in various fields of activities;
 - (h) Emphasize the importance of the Association on local, area, Group and National levels by outlining what other Wings have done and are doing, and to make a short report at each Wing meeting he attends;
 - (i) Organize at least two area conferences each year. These conferences should be open, not only to Wing Executive Council members, but to all Wing members. Group President should be advised of such conferences in order that either he/she or one of the Vice-Presidents could be in attendance. Invitations should also be extended to Air Command Contact Officers for Wings within the area. For the purpose of electing a Regional or area Vice-President, voting strength of each Wing will be based on the same principles as for Group Conventions. Group Executives will supply this information whenever requested. Area conferences are of advisory character and have no powers of a convention. Any resolution would be of a local nature binding only the Wings of the area. Discussion on projects, membership, programming, public relations are good topics for an area conference;
 - (j) Organize new Wings in his area;
 - (k) Establish contact with the local District Commander of the Royal Canadian Legion;
 - (l) Ensure that a high level of management and administration is practised in Wings in his area; and
 - (m) Undertake other duties assigned by the Group Executive Council. (NH 0377)
- (2) Regional or Area Vice-Presidents will be responsible to the Group President for the pursuit of these activities. (NH 0377)

14.09 Statement of Duties and Responsibilities, Resources and Projects Chair

- (1) The Resources and Projects Chair shall, as Committee Chair:
 - (a) With necessary assistance and guidance from the Group Treasurer as well as the members of the Resources and Projects Committee, investigate, recommend, plan, organize and manage projects or programs which are carried out by the Group or its Wings with a view to providing funds that may be required to meet financial obligations of the Group or Wings, or may be conducive to financial gain for the Group or to the Association as a whole;
 - (b) Ensure that all endeavours undertaken are given wide publicity through the assistance of the Publicity Chair;
 - (c) Prepare and submit to the Group Treasurer detailed reports of receipts and disbursements covering the managing of any fund raising scheme or project undertaken by the Group. Reports preferably to be prepared in duplicate, one copy for the Group Treasurer and the other for the retention of the originator;
 - (d) Establish and/or organize any necessary sub-committee(s) as the workload warrants and to ensure that both the Group President and the Group Treasurer are invited to attend all sub-committee meetings as well as meetings of the Resources and Projects Committee;
 - (e) Consult with the Wing Executive Council to obtain approval of any action to be taken, particularly if such action entails the use of funds;
 - (f) Report to the Group Executive Council in accordance with Group policy;
 - (g) Ensure that all business correspondence is channelled through and/or directed to the attention of the Group Secretary; and
 - (h) Undertake other duties assigned by the Group Executive Council. (NH 0377)
- (2) The Resources and Projects Chair will be responsible to the Group President for the pursuit of these activities. (NH 0377)

(14.10 onward, not allocated)

TYPICAL GROUP ORGANIZATIONAL CHART



CYCLIC SCHEDULE OF GROUP OPERATIONS

MEETINGS AND CONVENTIONS	APPROXIMATE DATE	PURPOSE AND SUGGESTED AGENDA ITEMS FOR CONSIDERATION
GROUP EXECUTIVE COUNCIL	Generally March (2 months prior to Group Convention)	Preparatory to Group Convention 1. General and New Business 2. Objectives of Group and Wings 3. Membership - Projects
REGIONAL OR AREA VICE-PRESIDENTS CONFERENCES	March - April (At most 6 weeks prior to Group Convention)	Preparatory to Group Convention 1. Business arising from Group Executive Meeting 2. General and New Business 3. Resolutions - Awards 4. Nomination and Election 5. Membership - Projects
GROUP EXECUTIVE COUNCIL	May - day before Group Convention	Final preparations - items for Annual General Meeting
GROUP GENERAL MEETING/ CONVENTION	May (usually holiday week-end)	1. Objectives of the Association, Group and Wings 2. Nominations - Election 3. Resolutions - Awards 4. General and New Business 5. Membership - Projects
NATIONAL CONVENTION (even-numbered years only)	September - October Generally Thanksgiving weekend	Objectives of the Association 1. Nominations - Election 2. Resolutions - Awards 3. Association Projects 4. General and New Business
GROUP EXECUTIVE COUNCIL	October - November Generally 1st week in November	Business arising from National and/or Group meetings 1. Programs for New Year 2. Introduction of New Executive 3. Objectives of Group & Wings 4. Association and Group Projects 5. General and New Business
REGIONAL OR AREA VICE-PRESIDENTS CONFERENCES	November - December (2-3 weeks after Executive Meeting)	Business arising from Executive Meeting 1. Programs for New Year 2. Objectives of Group & Wings 3. Membership - Projects 4. General and New Business



