

- |                                       |         |                                    |
|---------------------------------------|---------|------------------------------------|
| 10. Estimated person-power cost:      | \$_____ | (person-hours times \$10.00/hour)  |
| 11. Estimated cost of equipment used: | \$_____ | (hand-helds, repeaters, etc.)      |
| 12. Total estimated cost of service:  | \$_____ | (add amounts from lines 10 and 11) |

13. Nets and/or frequencies used (including repeater call sign):

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

14. Number of messages handled: \_\_\_\_\_

15. Names of agencies receiving communications support:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

16. Please list call signs of Amateurs who were major participants:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

17. Other comments:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

***Please attach photos of Amateurs in action, newspaper clipping or other supporting data.***

Location of organization: City or Town: \_\_\_\_\_ Province: \_\_\_\_\_

Your name: \_\_\_\_\_ Call sign: \_\_\_\_\_

Address: \_\_\_\_\_

RAC appointment, if any: \_\_\_\_\_ e-mail address: \_\_\_\_\_

Telephone: Res: (\_\_\_\_\_) \_\_\_\_\_ Bus: (\_\_\_\_\_) \_\_\_\_\_

***I attest that the information provided above is complete and true to the best of my knowledge.***

Signature: \_\_\_\_\_ Date: \_\_\_\_\_



**Radio Amateurs of/du Canada**  
Member Society of the International Amateur Radio Union  
**Public Service Activity Report**

**About This Form**

Each year Amateur Radio donates thousands of person-hours of supplementary public service communications during real emergencies, through simulated emergency tests and at events such as parades and marathons. Participation in these kinds of events shows Amateur Radio at its best. It is critically important that RAC bring documentation of this public service work to the attention of Industry Canada and other public officials. The information you provide on the form below will be an important addition to the records. Please complete and return this form to RAC Headquarters, 720 Belfast Rd, Suite 217, Ottawa, ON K1G 0Z5. Mark it to the attention of VP Field Services. Send a copy to your RAC Section Manager as well.

---

1. Nature of the activity (Check one)

*Communications Emergency.* Amateurs supplied communications required to replace or supplement normal communications means.

*Alert.* Amateurs were deployed for emergency communications, but emergency situation did not develop.

*Special event.* Amateurs supplied communications for a parade, race, marathon etc.

*Test or drill.* A training activity in which Amateurs participated.

2. Brief description of activity: \_\_\_\_\_

3. Places or areas involved: \_\_\_\_\_

4. Number of Amateurs participating: \_\_\_\_\_

5. Event start date/time: \_\_\_\_\_

6. Event end date/time: \_\_\_\_\_

7. Duration of event (hours): \_\_\_\_\_

8. Total person-hours: \_\_\_\_\_

9. Number of repeaters used: \_\_\_\_\_

# Radio Amateurs of/du Canada

## RAC Field Organization

### Order Form For Official RAC Callsign / Name / Appointment Badge

Name: \_\_\_\_\_ Callsign: \_\_\_\_\_

*Please print legibly exactly as it should appear on the badge*

Address: \_\_\_\_\_

*Address to which you want the badge sent*

Telephone number: (Day) \_\_\_\_\_ (Evening) \_\_\_\_\_

*In case we have a problem filling your order*

Appointment (check only one)

VP - Field Services (  ); Section Manager (  ); Assistant Section Manager (  ); Section Emergency Coordinator (  )  
District Emergency Coordinator (  ); Emergency Coordinator (  ); Official Emergency Station (  ); Section Traffic  
Manager (  ); NTS Net Manager (  ); Official Relay Station (  ); Bulletin Manager (  ); Official Bulletin Station (  )  
Official Observer Coordinator (  ); Official Observer (  ).

*Note 1: Official badge are not available for Assistant Emergency Coordinator or other positions not shown above.*

*Note 2: Use this form only to order Official Brushed Aluminum RAC Field Organization badges. Do not order Official Brushed Brass Director / Executive / Committee badges on this form.*

I attest that I will only wear this badge while I hold the above appointment and remain a member of RAC.

Signed \_\_\_\_\_ Date \_\_\_\_\_

**Amount Enclosed - \$15.00 including sales taxes, payable to RAC. Please send with payment to your Section Manager.**

*For Section Manager Use*

I have checked the information provided above and all is in order; the applicant is a current RAC Section appointee and RAC member. I hereby authorize purchase of an official RAC call-sign badge as specified.

RAC Section \_\_\_\_\_ Section Manager Signature \_\_\_\_\_ Date \_\_\_\_\_

***Section Manager – Please route this application through VP-FS***

# *Radio Amateurs of/du Canada*

RAC Field Organization

## **Report of a Silent Key by a RAC Official**

*Please print using capital letters throughout*

Name of Deceased \_\_\_\_\_ Call Sign \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Date of Death \_\_\_\_\_

I confirm that I have personally verified this notice of death

by direct contact with the family ( )

by seeing a newspaper obituary ( ) *(Please submit a copy of the obituary)*

by *(Please give details)*

Name \_\_\_\_\_ Call Sign \_\_\_\_\_

Appointment \_\_\_\_\_ Date \_\_\_\_\_

Signature \_\_\_\_\_

# RADIO AMATEURS OF/DU CANADA

## Section Traffic Manager Monthly Report

Month \_\_\_\_\_ Year \_\_\_\_\_

National Traffic System Section or Local Net Name	Net Abbreviation	Total Sessions	Total Traffic	Net Mgr Callsign	NTS Liaison with What Net?

Traffic Totals					
Callsign	Originated	Received	Sent	Delivered	Total

Submitted by \_\_\_\_\_ Callsign \_\_\_\_\_

STM of \_\_\_\_\_ Section

*Please e-mail by 1st of month to Section Manager (copy to RAC VP - Field Services)*

# Radio Amateurs of/du Canada

## RAC Field Organization

### Official Appointment Description

#### **Section Traffic Manager**

The STM is appointed by the Section Manager to supervise traffic handling organization at the section level--that is, to coordinate all traffic efforts within the section, regardless of mode or National Traffic System affiliation, so that routings within the section and connections with other networks and digital traffic nodes will result in orderly and efficient traffic flow. The STM should be a person at home and familiar with traffic handling on all modes, and should possess the willingness and ability to devote equal consideration and time to all section traffic matters.

The duties of the STM include the following:

Establishment, administration and promotion of a traffic handling program at the section level, mainly but not restricted to NTS networks.

Development and implementation of one or more effective training programs within the section that addresses the needs of both traditional and digital modes of traffic handling. Insure that Net Managers place particular emphasis on the needs of amateurs new to formal network traffic handling, as well as those who receive, send, and deliver formal traffic on a "casual" basis, via RTTY, AMTOR, and Packet based message storage and bulletin board systems.

Cooperation and coordination with the Section Emergency Coordinator so that traffic nets and emergency nets in the section present a unified public service front, particularly in the proper routing of Welfare traffic in emergency situations.

Recommendation of candidates for Net Managers and Official Relay Station appointment to the Section Manager. At the SM's discretion, the STM may directly make or cancel such appointments.

Insure that all traffic nets within the section are properly and adequately staffed, with appropriate direction to Net Managers, as required, which results in coverage of all Net Control and liaison functions. Assign liaison coverage adequate to insure that all digital bulletin boards and message storage systems within the section are polled on a daily basis, to prevent misaddressed, lingering, or duplicated radiogram-formatted message traffic.

Maintain familiarity with proper traffic handling and directed net procedures applicable to all normally-used modes within the section.

Collection and preparation of monthly net reports and submission to RAC Headquarters, either directly or via the SM, but in any case on or prior to the established deadlines for inclusion in The Canadian Amateur.

Your position description includes assisting your successor as much as possible to ensure a smooth transition in your position. This involves promptly updating and turning over the position records and supplies to your successor so that there is a little loss of continuity as possible. A business-like transition reflects well on your professionalism, responsibility and consideration as well as on RAC.

Recruitment of new hams and RAC members is an integral part of the job of every appointee. Appointees should take advantage of every opportunity to recruit a new ham or member to foster growth of Field Organization programs, and our abilities to serve the public.

Requirement: The Section Traffic Manager is required to be a Full RAC member and hold an Amateur Operator's Certificate (or equivalent, as stipulated by the Radiocommunication Regulations) and should always operate radio equipment only within the limits and privileges of the certificate and qualification held.

# Radio Amateurs of/du Canada

## RAC Field Organization

### Official Appointment Description

#### **Section Emergency Coordinator (SEC)**

The SEC is the assistant to the SM for emergency preparedness. The SEC is appointed by the SM to take care of all matters pertaining to emergency communications and the Amateur Radio Emergency Service (ARES) on a sectionwide basis. The SEC post is one of top importance in the section and the individual appointed to it should devote all possible energy and effort to this one challenging organizational program for Amateur Radio. There is only one SEC appointed in each section of the RAC Field Organization.

SEC qualifications and functions:

The encouragement of all groups of community amateurs to establish a local emergency organization.

Recommendation to the SM on all section emergency policy and planning, including the development of a section emergency communications plan.

Cooperation and coordination with the Section Traffic Manager so that emergency nets and traffic nets in the section present a united public service front, particularly in the proper routing of Welfare traffic in emergency situations. Cooperation and coordination should also be maintained with other section leadership officials as appropriate.

Recommendation of candidates for Emergency Coordinator and District Emergency Coordinator appointments (and cancellations) to the Section Manager and determine areas of jurisdiction of each amateur so appointed. At the SM's discretion, the SEC may be directly in charge of making (and canceling) such appointments.

Promotion of ARES membership drives, meetings, activities, tests, procedures, etc., at the section level.

Collection and consolidation of Emergency Coordinator (or District Emergency Coordinator) monthly reports and submission of monthly progress summaries to the SM and RAC Headquarters. This includes the timely reporting of emergency and public safety communications rendered in the section for inclusion in TCA.

Maintenance of contact with other communication services and serve as liaison at the section level with all agencies served in the public interest, particularly in connection with federal, provincial and local government, civil preparedness, Red Cross, and so on.

Your position description includes assisting your successor as much as possible to ensure a smooth transition in your position. This involves promptly updating and turning over the position records and supplies to your successor so that there is a little loss of continuity as possible. A business-like transition reflects well on your professionalism, responsibility and consideration as well as on RAC.

Recruitment of new hams and RAC members is an integral part of the job of every appointee. Appointees should take advantage of every opportunity to recruit a new ham or member to foster growth of Field Organization programs, and our abilities to serve the public.

Requirement: The Section Emergency Coordinator is required to be a Full RAC member and hold an Amateur Operator's Certificate (or equivalent, as stipulated by the Radiocommunication Regulations) and should always operate radio equipment only within the limits and privileges of the certificate and qualification held.



**RADIO AMATEURS of CANADA**

**AMATEUR RADIO EMERGENCY SERVICE**

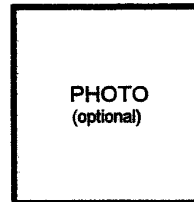
The bearer of this card

---

is a licensed amateur radio operator and a trained emergency communicator, volunteering personal time, skill and equipment to serve in the public interest.

---

RAC Emergency Coordinator



## Official Observer Advisory Notice

Radio: \_\_\_\_\_ your call sign was heard calling ( ) working ( ) \_\_\_\_\_ at \_\_\_\_:\_\_\_\_ UTC.

Date: \_\_\_\_\_ Frequency: \_\_\_\_\_. Mode: \_\_\_\_\_. Your RST \_\_\_\_\_.

I am sorry to report that I noted your operation as above, and felt you could use a little operating assistance in the following areas:  
( ) Frequency Instability; ( ) Chirp; ( ) Spurious; ( ) Harmonic; ( ) Hum; ( ) Key Clicks; ( ) Broad Signal; ( ) Distorted Audio;  
( ) Over Deviation; ( ) Out of Band; ( ) Improper Identification; ( ) Language; ( ) Causing Interference; ( ) Carrier; ( ) Other (see Remarks).

Remarks: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

For reference, see Industry Canada RIC \_\_\_\_\_. Please take a few minutes to determine what equipment factors or operating practices might have contributed to this apparent departure from the Regulations or good amateur operating practice. The intent of this notice is to alert you to the above noted operating condition. **NO REPLY IS NECESSARY.** The undersigned RAC Official Observer has fulfilled this helping role by simply alerting you, and is not required to reply to any correspondence. Thank you for your attention and any cooperative effort to enhance the high standards of the Amateur Radio Service which we all share with pride.

Signed \_\_\_\_\_, RAC OO. Call Sign \_\_\_\_\_

FSD-213-R (6/99)

## Avis consultatif de l'Observateur Officiel

Radio: \_\_\_\_\_ votre indicatif a été entendu lors d'un appel ( ) en contact ( ) \_\_\_\_\_ à \_\_\_\_:\_\_\_\_ UTC.

Date: \_\_\_\_\_ Fréquence: \_\_\_\_\_. Mode: \_\_\_\_\_. Votre RST \_\_\_\_\_.

Je suis désolé de vous rapporté que j'ai noté votre opération tel qu'indiqué ci-haut, et je suis de l'avis que vous avez besoin d'un peu d'aide dans les domaines suivants: ( ) Fréquence instable; ( ) Pépiements (chirp); ( ) Parasites; ( ) Harmoniques; ( ) Ronflement; ( ) Claquement de manipulation; ( ) Modulation excessive; ( ) Distorsion audio; ( ) Déviation excessive; ( ) Hors bande; ( ) Identification non-conforme; ( ) Langage grossier; ( ) Interférence; ( ) Onde porteuse; ( ) Autres (voir remarques).

Remarques: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

S.V.P. référer au document d'Industrie Canada CIR \_\_\_\_\_. S.V.P. prendre quelques minutes afin de déterminer quels facteurs du coté matériel ou du coté opérations auraient pu contribuer à cet écart apparente des règlements ou à la bonne pratique des opérations radioamateur. L'intention de cet avis est de vous aviser des conditions ci-haut mentionnées. **AUCUNE RÉPONSE N'EST REQUISE.** L'Observateur Officiel soussigné a rempli son mandat en vous avisant purement et simplement, et il n'est pas tenu de répondre à la correspondance. Merci de votre attention et toute coopération de votre part pour rehausser les standards élevés du Service radioamateur que nous partageons tous avec fierté.

Signé \_\_\_\_\_, OO. RAC Indiatif \_\_\_\_\_

FSD-213-RF (6/99)

***RADIO AMATEURS of/du CANADA***

**Monthly EC/DEC Report**

Month \_\_\_\_\_ Year \_\_\_\_\_

From: EC ( ) DEC ( ) for \_\_\_\_\_ Section

Total of ARES members \_\_\_\_\_ Increase/decrease since last report \_\_\_\_\_

Local Net Name \_\_\_\_\_ Frequency \_\_\_\_\_

Section Net Name \_\_\_\_\_ Frequency \_\_\_\_\_

NTS liaison maintained with the \_\_\_\_\_ Net

Packet liaison maintained with the \_\_\_\_\_ BBS

Number of net sessions, drills, or tests this month \_\_\_\_\_

Comments:

Signed by: \_\_\_\_\_ Callsign: \_\_\_\_\_

Please e-mail by 1st of the month. EC report to DEC (if applicable). DEC report to SEC.

# Field Organization Report

RAC Field Organization Section \_\_\_\_\_

Please note:     Issuance             Endorsement             Cancellation             Amendment  
of the appointment as \_\_\_\_\_

Name \_\_\_\_\_ Call Sign \_\_\_\_\_

\_\_\_\_\_  
*(street address, city, province and postal code)*

Phone: \_\_\_\_\_

E-mail: \_\_\_\_\_

RAC Member?    Y     N

\_\_\_\_\_  
Membership # and Expiration Date (From TCA label)

Special duties, area covered, or reason for cancellation:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
*(Date)*

\_\_\_\_\_  
*(Authorizing signature and callsign)*

*Please return completed form to the RAC VP - Field Services*

# RADIO AMATEURS of/du CANADA

## STATION ACTIVITY REPORT

*Please print*

To: SM of \_\_\_\_\_ Section. Month of \_\_\_\_\_ Year \_\_\_\_\_

From: \_\_\_\_\_ Callsign \_\_\_\_\_

Major Activity (Tfc, DX, etc.) \_\_\_\_\_

Appointments \_\_\_\_\_

Schedules and Net Affiliations \_\_\_\_\_

Significant Activities for TCA Reporting: \_\_\_\_\_

### Public Service Honour Roll

This listing is available to amateurs whose public service during the month qualifies for 70 or more total points in the eight categories below:

**Category Key :**

- (1) Checking into a public service net, any mode, 1 point each.
- (2) Acting as Net Control Stn. (NCS) for Public service net, any mode, 3 points each.
- (3) Performing assigned liaison between public service nets, 3 points each.
- (4) Delivering a formal message to a 3rd party, 1 point each.
- (5) Originating a formal message from a 3rd party, 1 point each.
- (6) Serving as RAC SM or Field appointee, 10 points each appointment.
- (7) Participating in a communications network for a public service event 10 points each.
- (8) Providing and maintaining an automated digital system capable of handling messages in standard ARRL/RAC/NTS format, 30 points.

Those qualifying for Public Service Honour Roll for 12 consecutive months, or 18 out of 24, will earn a special certificate on notification of qualifying months to: The Field Services Manager c/o RAC HQ.

**Traffic**

Originated \_\_\_\_\_

Received \_\_\_\_\_

Sent \_\_\_\_\_

Delivered \_\_\_\_\_

**TOTAL** \_\_\_\_\_

Single Op. \_\_\_\_\_

Multi.Op. \_\_\_\_\_

Radio-grammed to STM \_\_\_\_\_

Category	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Maximum Points	60	24	24	no max.	no max.	30	no max.	30
Points earned								

Single Operator       Multi-operator       Total

I certify the above to be true and correct.

Signature \_\_\_\_\_ Call Sign \_\_\_\_\_

**Originated:** A message originated by someone other than yourself, filed for initial transmission at your station.

**Received:** Any message received over the air at your station.

**Sent:** Any message sent over the air from your station.

**Delivered:** Any message received at your station and delivered to someone other than yourself.

# Radio Amateurs of/du Canada

## RAC Field Organization

### APPLICATION FOR FIELD ORGANIZATION APPOINTMENT

Name: \_\_\_\_\_ Call sign: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone number: (Day) \_\_\_\_\_ (Evening) \_\_\_\_\_

I hereby apply for the following appointment(s):

*Please circle desired appointment(s) below*

#### APPLICATION FOR LEADERSHIP APPOINTMENT

Assistant Section Manager (ASM)

Section Traffic Manager (STM)

Section Emergency Coordinator (SEC)

District Emergency Coordinator (DEC)

Emergency Coordinator (EC)

Net Manager (NM)

Bulletin Manager (BM)

Official Observer Coordinator (OOC)

#### APPLICATION FOR STATION APPOINTMENT

Official Emergency Station (OES)

Official Relay Station (ORS)

Official Bulletin Station (OBS)

Official Observer (OO)

My qualifications are: (describe appropriate experience and/or interest)

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I agree to maintain current RAC membership, and report my station activity on a regular basis.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Please send your completed application to your Section Manager (address listed in every issue of TCA).

FSD-187-R (6/99)

# Radio Amateurs of/du Canada

*Member Society of the International Amateur Radio Union*

## **APPOINTMENT APPLICATION DISTRICT OR LOCAL EMERGENCY COORDINATOR**

*(to be sent to your SEC)*

Date \_\_\_\_\_

Name \_\_\_\_\_ Callsign \_\_\_\_\_

Address \_\_\_\_\_ County \_\_\_\_\_

City \_\_\_\_\_ Province \_\_\_\_\_ Postal Code \_\_\_\_\_

Home phone \_\_\_\_\_ Business phone \_\_\_\_\_

Place of Business \_\_\_\_\_

Qualifications Held \_\_\_\_\_ Age \_\_\_\_\_ RAC Membership No / Expiry Date \_\_\_\_\_

List Radio Clubs of which you are a member \_\_\_\_\_  
\_\_\_\_\_

List the Frequencies on which you are active \_\_\_\_\_

List your present emergency equipment \_\_\_\_\_  
\_\_\_\_\_

Present RAC appointments \_\_\_\_\_

Former RAC appointments \_\_\_\_\_

Why do you want to become an Emergency Coordinator? \_\_\_\_\_  
\_\_\_\_\_

If you have had emergency operating experience, please detail (use other side if necessary).  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Date Appointed (SEC Use Only)

\_\_\_\_\_  
Signature and callsign

# Radio Amateurs of/du Canada

## RAC Field Organization

### Official Appointment Description

#### **Section Manager**

The Section Manager is the senior elected RAC official in his Section. In discharging his/her responsibilities, he/she:

Recruits and appoints Section-level assistants to serve under his/her general supervision and to administer the following RAC programs in the Section: emergency communications, message traffic, and on-the-air bulletins.

Supervises the activities of these assistants to ensure continuing progress in accordance with overall RAC policies and objectives.

Appoints qualified RAC members in the Section to volunteer positions of responsibility in support of Section programs, or authorizes the respective Section-level assistants to make such appointments.

Maintains liaison with the RAC VP - Field Services and makes monthly reports to him regarding the status of Section activities; receives from VP-FS information and guidance pertaining to matters of mutual concern and interest; keeps informed on matters of policy which affect Section-level programs.

Conducts correspondence or other communications, including personal visits to clubs, hamfests and conventions, with RAC members and affiliated clubs in the Section; either responds to their questions or concerns or refers them to the appropriate person or office in the organization; maintains liaison with representative repeater-frequency coordinating councils having jurisdiction in the Section.

Writes, or supervises preparation of, a monthly "Section News" column in TCA to encourage member participation in the RAC programs in the Section.

Your position description includes assisting your successor as much as possible to ensure a smooth transition in your position. This involves promptly updating and turning over the position records and supplies to your successor so that there is a little loss of continuity as possible. A business-like transition reflects well on your professionalism, responsibility and consideration as well as on RAC.

Recruitment of new hams and RAC members is an integral part of the job of every appointee. Appointees should take advantage of every opportunity to recruit a new ham or member to foster growth of Field Organization programs, and our abilities to serve the public.

Requirement: The Section Manager is required to be a Full RAC member and hold an Amateur Operator's Certificate (or equivalent, as stipulated by the Radiocommunication Regulations) and should always operate radio equipment only within the limits and privileges of the certificate and qualification held.

# Radio Amateurs of/du Canada

## RAC Field Organization

### Official Appointment Description

#### **Assistant Section Manager**

The ASM may serve as a general assistant to the Section Manager or as a specialist. That is, the ASM may assist the Section Manager with general leadership matters as the Section Manager's understudy, or the ASM may be assigned to handle a specific important function that does not fall within the scope of the duties of the Section Manager's other assistants.

At the Section Manager's discretion, the ASM may be designated as the recommended successor to the incumbent Section Manager, in case the Section Manager resigns or is otherwise unable to finish the term of office.

The ASM should be familiar with the "Guidelines for the RAC Section Manager," which contains the fundamentals of general section management.

Your position description includes assisting your successor as much as possible to ensure a smooth transition in your position. This involves promptly updating and turning over the position records and supplies to your successor so that there is a little loss of continuity as possible. A business-like transition reflects well on your professionalism, responsibility and consideration as well as on RAC.

Recruitment of new hams and RAC members is an integral part of the job of every appointee. Appointees should take advantage of every opportunity to recruit a new ham or member to foster growth of Field Organization programs, and our abilities to serve the public.

Requirement: The Assistant Section Manager is required to be a Full RAC member and hold an Amateur Operator's Certificate (or equivalent, as stipulated by the Radiocommunication Regulations) and should always operate radio equipment only within the limits and privileges of the certificate and qualification held.

# Radio Amateurs of/du Canada

## RAC Field Organization

### National Traffic System Monthly Report

*(for use by Section and Local nets only)*

1. Net Name		
2. Net Abbreviation	3. Month	4. Year
5. # of Sessions	6. # of Messages Handled	
7. # of Check-ins	8. Net Manager's Callsign	
9. NTS Liaison is maintained with the		
10. Signed by		11. Callsign

Net.

E-mail to:  
 Section Traffic Manager (STM)  
 or  
 Section Manager (SM)

on the last day of each month

# Radio Amateurs of/du Canada

## Leadership Officials Requisition Form

<u>RAC Form #</u>	<u>Description</u>	<u>To Be Used By</u>	<u>Qty</u>
FSD-1-R	Official Appointment Description - Net Manager	SM/STM	___
FSD-3-R	NTS-ARL Numbered Text (Messages)	All	___
FSD-6-R	Official Appointment Description - Bulletin Manager	SM	___
FSD-7-R	Official Appointment Description - Official Bulletin Station	SM/BM	___
FSD-15-R	Good Operator Notice	OO	___
FSD-15-RF	Constatation d'excellence en operation (French Good Operator Notice)	OO	___
FSD-23-R	Official Observer Activity Report	OO	___
FSD-46-R	Official Appointment Description -Emergency Coordinator	SM/SEC/DEC	___
FSD-47-R	Official Appointment Description - District Emergency Coordinator	SM/SEC	___
FSD-85-R	ARRL Net Directory Registration Form	NM/STM/SM	___
FSD-96-R	Monthly SEC Report	SEC	___
FSD-98-R	ARES Registration Form	SEC/DEC/EC	___
FSD-101-R	Official Appointment Description - Official Observer Coordinator	SM	___
FSD-107-R	Official Appointment Description - Official Relay Station	SM/STM	___
FSD-108-R	Official Appointment Description - Official Emergency Station	SM/SEC	___
FSD-110-R	Official Appointment Description - Official Observer	SM/OOC	___
FSD-124-R	Leadership Officials Requisition Form	All	___
FSD-125-R	NTS Section and Local Net Report Card	STM/NM	___
FSD-127-R	Official Appointment Description - Assistant Section Manager	SM	___
FSD-128-R	Official Appointment Description - Section Manager	VP-FS	___
FSD-156-R	Application for DEC and EC	SEC/DEC	___
FSD-187-R	Field Organization Appointment Application	All	___
FSD-210-R	Monthly Station Activity Report	All	___
FSD-211-R	Field Organization Report	All	___
FSD-212-R	Monthly DEC/EC Report	DEC/EC	___
FSD-213-R	Official Observer Advisory Notice	OO	___
FSD-213-RF	Avis consultatif de l'Observateur Officiel (French OO Advisory Notice)	OO	___
FSD-224-R	ARES Member Wallet Card	SEC/DEC/EC	___
FSD-235	ARRL Public Service Communication Manual (PSCM) <i>Download</i>	All	___
FSD-250-R	Official Appointment Description - Section Emergency Coordinator	SM	___
FSD-251-R	Official Appointment Description - Section Traffic Manager	SM	___
FSD-254-R	Monthly STM Report	STM	___
FSD-256-R	Silent Key Report	All	___
FSD-290-R	Order Form for Callsign/Name/Appointment Badge	Stn/Ldrsp Apptmts	___

Notes

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Ship to:

Field Appointment: \_\_\_\_\_ Section \_\_\_\_\_

Name/Address: \_\_\_\_\_

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# Radio Amateurs of/du Canada

## RAC Field Organization

### Official Appointment Description

#### **Official Observer**

The *Official Observer* program has operated for more than a half century in the USA. In this time, *Official Observer* appointees have assisted thousand of amateurs whose signals or operating procedures were not in compliance with the regulations. The RAC *Official Observer* program does not have a regulatory or enforcement objective. Its intent is affirmative, and it was created for the benefit of radio amateurs who want to be helped. The *Official Observer* program is one of the most important functions of Radio Amateurs of Canada. A sincere dedication to helping our brother and sister amateurs is required for appointment.

The function of the *Official Observer* is to listen for amateurs who demonstrate excellence in operating procedures and for amateurs who might otherwise come to the attention of Industry Canada. The *Official Observer* program is for the benefit of radio amateurs who want to be helped. The *Official Observer* listens for excellence in signal quality and good operating procedures and practices as well as frequency instability, harmonics, hum, key clicks, broad signals, distorted audio, over deviation, out-of-band operation, and poor operating practices. Especially at the beginning of their term of service, *Official Observers* should focus on recognizing examples of operating procedures and practices by Canadian radio amateurs. A minimum of 70% of the notices sent out by mail should be in the affirmative category. A brief monthly report of Official Observer activity is made each month to the Official Observer Coordinator or Section Manager.

Requirements: The Official Observer is required to be a Full RAC member and hold an Amateur Operator's Certificate (or equivalent, as stipulated by the Radiocommunication Regulations) with Morse Qualification, a minimum of four years experience, and should always operate radio equipment only within the limits and privileges of the certificate and qualification held.

Recruitment of new radio amateurs and RAC members is an integral part of the job of every RAC appointee to foster growth of Field Organization programs, and our abilities to serve the public.

appointee must keep a detailed log of events during drills and actual events in his/her sphere of responsibility to facilitate this review.

Your position description includes assisting your successor as much as possible to ensure a smooth transition in your position. This involves promptly updating and turning over the position records and supplies to your successor so that there is a little loss of continuity as possible. A business-like transition reflects well on your professionalism, responsibility and consideration as well as on RAC.

Recruitment of new hams and RAC members is an integral part of the job of every appointee. Appointees should take advantage of every opportunity to recruit a new ham or member to foster growth of Field Organization programs, and our abilities to serve the public.

Requirement: The Official Emergency Station is required to be a Full RAC member and hold an Amateur Operator's Certificate (or equivalent, as stipulated by the Radiocommunication Regulations) and should always operate radio equipment only within the limits and privileges of the certificate and qualification held.

# Radio Amateurs of/du Canada

## RAC Field Organization

### Official Appointment Description

#### **Official Emergency Station (OES)**

Amateur operators may be appointed as an Official Emergency Station (OES) by their Section Emergency Coordinator (SEC) at the recommendation of the EC, or DEC (if no EC) holding jurisdiction. The OES appointee must set high standards of emergency preparedness and operating. The OES appointee makes a deeper commitment to the ARES program in terms of functionality than does the rank -and-file ARES registrant.

The requirements and qualifications for the position include the following: experience as an ARES registrant; regular participation in the local ARES organization including drills and tests; participation in emergency nets and actual emergency situations; regular reporting of activities.

The OES appointee is appointed to carry out specific functions and assignments designated by the appropriate EC or DEC. The OES appointee and the presiding EC or DEC, at the time of the OES appointment, will mutually develop a detailed, operational function/assignment and commitment for the new appointee. Together, they will develop a responsibility plan for the individual OES appointee that makes the best use of the individual's skills and abilities. During drills and actual emergency situations, the OES appointee will be expected to implement his/her function with professionalism and minimal supervision.

Functions assigned may include, but are not limited to, the following four major areas of responsibility:

**OPERATIONS**--Responsible for specific, pre-determined operational assignments during drills or actual emergency situations. Examples include: Net Control Station or Net Liaison for a specific ARES net; Manage operation of a specified ARES VHF or HF digital BBS or MBO, or point-to-point link; Operate station at a specified emergency management office, Red Cross shelter or other served agency operations point.

**ADMINISTRATION**--Responsible for specific, pre-determined administrative tasks as assigned in the initial appointment commitment by the presiding ARES official. Examples include: equipment inventory; training; reporting; and post-event analysis.

**LIAISON**--Responsible for specific, pre-determined liaison responsibilities as assigned by the presiding EC or DEC. Examples include: Maintaining contact with assigned served agencies; Maintaining liaison with specified NTS nets; Maintaining liaison with ARES officials in adjacent jurisdictions; Liaison with mutual assistance teams.

**LOGISTICS**--Responsible for specific, pre-determined logistical functions as assigned. Examples include: Transportation; Supplies management and procurement; Equipment maintenance and procurement--radios, computers, generators, batteries, antennas.

**MANAGEMENT ASSISTANT** --Responsible for serving as an assistant manager to the EC, DEC or SEC based on specific functional assignments or geographic areas of jurisdiction.

**CONSULTING**--Responsible for consulting to ARES officials in specific area of expertise.

OES appointees may be assigned to pre-disaster, post-disaster, and recovery functions. These functions must be specified in the OES's appointment commitment plan.

The OES appointee is expected to participate in planning meetings, and post-event evaluations. Following each drill or actual event, the EC/DEC and the OES appointee should review and update the OES assignment as required. The OES

# Radio Amateurs of/du Canada

## RAC Field Organization

### Official Appointment Description

#### **Official Relay Station (ORS)**

This is a traffic-handling appointment that is open to all classes of license. This appointment applies equally to all modes and all parts of the spectrum. It is for traffic-handlers, regardless of mode employed or part of the spectrum used.

The potential value of the skilled operator with traffic know-how to his country and community is enhanced by his ability and the readiness of his station to function in the community interest in case of emergency. Traffic awareness and experience are often the signs by which mature amateurs may be distinguished.

Traditionally, there have been considerable differences between procedures for traffic handling by CW, Phone, RTTY, ASCII, packet and other modes. Appointment requirements for ORS do not deal with these, but with factors equally applicable to all modes. The appointed ORS may confine activities to one mode or one part of the spectrum if they wish. There is no versatility requirement, although versatility does indeed make it possible for anyone to perform a more complete public service. There is, however, the expectation that the ORS will set the example in traffic handling however it is done. To the extent that he is deficient in performing traffic functions by any mode, to that extent he does not meet the qualifications for the appointment. Here are the basic requirements:

Code or voice transmission capability.

Transmissions, by whatever mode, must be of the highest quality, both technically and operationally. For example, cw signals must be pure, chirpless, clickless, code sending must be well spaced and properly formed. Voice transmission must be of proper modulation percentage or deviation, precisely enunciated with minimum distortion.

All ORS are expected to follow standard RAC/ARRL operating practices (message form, ending signals, abbreviations or prowords, etc.).

Regular participation in traffic activities, either independent or RAC/ARRL-sponsored. The latter is encouraged, but not required.

Handle all record communications speedily and reliably and set the example in efficient operating procedures. All traffic is relayed or delivered promptly after receipt.

Report monthly to the STM, including a breakdown of traffic handled during the past calendar month.

Your position description includes assisting your successor as much as possible to ensure a smooth transition in your position. This involves promptly updating and turning over the position records and supplies to your successor so that there is a little loss of continuity as possible. A business-like transition reflects well on your professionalism, responsibility and consideration as well as on RAC.

Recruitment of new hams and RAC members is an integral part of the job of every appointee. Appointees should take advantage of every opportunity to recruit a new ham or member to foster growth of Field Organization programs, and our abilities to serve the public.

Requirement: The Official Relay Station is required to be a Full RAC member and hold an Amateur Operator's Certificate (or equivalent, as stipulated by the Radiocommunication Regulations) and should always operate radio equipment only within the limits and privileges of the certificate and qualification held.

# Radio Amateurs of/du Canada

## RAC Field Organization

### Official Appointment Description

#### **Official Observer Coordinator**

The Official Observer program has operated for more than a half century in the USA. In this time, *Official Observer* appointees have assisted thousand of radio amateurs whose signals or operating procedures were not in compliance with the regulations. The RAC *Official Observer* program does not have an enforcement objective. Its intent is primarily affirmative, and it was created for the encouragement of Canadian radio amateurs who want to be helped. The *Official Observer* program is one of the most important functions of Radio Amateurs of Canada. A sincere dedication to helping our brother and sister radio amateurs is required for appointment.

The function of the *Official Observer* is to listen for radio amateurs who demonstrate excellence in operating practices and for radio amateurs who might otherwise come to the attention of Industry Canada. The *Official Observer* listens for excellence in signal quality and good operating procedures and practices as well as for frequency instability, harmonics, hum, key clicks, broad signals, distorted audio, over deviation, out-of-band operation, and poor operating practices. Especially at the beginning of their terms of service, *Official Observers* should focus on recognizing examples of excellence in operating procedures and practices by Canadian radio amateurs. A minimum of 70% of the notices sent out by mail each month should be in the affirmative category. A brief monthly report of Official Observer activity is sent each month to the Official Observer Coordinator.

The Official Observer Coordinator is an RAC section-level leadership official, appointed by the Section Manager, to recruit, supervise and direct the efforts of the Official Observers in the Section, and to report the activity monthly to the Section Manager.

Requirements: The Official Observer Coordinator is required to be a Full RAC member and hold an Amateur Operator's Certificate (or equivalent, as stipulated by the Radiocommunication Regulations) with Morse Qualification, a minimum of four years experience, and should always operate radio equipment only within the limits and privileges of the certificate and qualification held.

Recruitment of new radio amateurs and RAC members is an integral part of the job of every RAC appointee to foster growth of Field Organization programs, and our abilities to serve the public.



# ARES REGISTRATION

The Amateur Radio Emergency Service (ARES) is a voluntary organization of licensed radio amateurs who have registered their capabilities and equipment for providing emergency communications as a public service to the community. The purpose of ARES is to furnish communications the event of a natural disaster when regular communications fail or are inadequate, Sponsored by Radio Amateurs of Canada, ARES functions at the local level to meet local communications needs. ARES has a long history of public service going back to its formal inception in 1935. Since that time, ARES has responded countless times to communications emergencies. Experience has proven that radio amateurs respond more capably in emergencies when practice has been conducted in an organized group. There is no substitute for experience gained before the need arises. ARES in each locality operates under the direction of the Emergency Coordinator (EC), whose function is to direct the activities of the ARES group and to maintain a state of readiness.

To register with ARES, send or give this completed form directly to your local EC or mail to RAC Headquarters, 217-720 Belfast Rd., Ottawa, ON K1G 0Z5. Membership in RAC is desirable but not required for registration. Registration does not require ownership of any special equipment. All amateurs can be of assistance to ARES. There is a provision for every amateur regardless of qualifications held, equipment owned, or personal circumstances. Won't you join us in providing this essential Amateur Radio service?

Name \_\_\_\_\_ Callsign \_\_\_\_\_

Address \_\_\_\_\_

County \_\_\_\_\_ Postal Code \_\_\_\_\_

Can your base station operate without AC power? Y ( ) N ( ) Do you have spare batteries for your handheld? Y ( ) N ( )

Do you have other ways to serve ARES? \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

	160m	80m	40m	20m	15m	10m	6m	2m	1.25m	70cm	33cm	23cm
Handheld												
Mobile												
Base												
CW												
Phone												
Packet												
Amtor/Pactor												
RTTY												
FSTV												

# **RADIO AMATEURS OF/DU CANADA**

*Member Society of the International Amateur Radio Union*

## **MONTHLY SEC REPORT**

Month \_\_\_\_\_ Year \_\_\_\_\_

RAC Section \_\_\_\_\_

Total of ARES Members \_\_\_\_\_

Membership Increase/Decrease Since Last Report \_\_\_\_\_ *(Indicate With Plus Or Minus)*

Number Of DEC/EC Reports Received This Month \_\_\_\_\_

Callsigns Of DECs/ECs Reporting

# Of Local Emergency Nets Active \_\_\_\_\_ # With NTS Liaison \_\_\_\_\_

Number Of Net Sessions, Drills Or Tests This Month \_\_\_\_\_

Comments:

SIGNED BY \_\_\_\_\_ CALLSIGN \_\_\_\_\_

***Please e-mail by first of the month***

FSD-96-R (7/99)

# **RADIO AMATEURS OF/DU CANADA**

*Member Society Of The International Amateur Radio Union*

## **ARRL NET DIRECTORY REGISTRATION**

This net is: Wide Cov. \_\_\_\_\_ Maritime \_\_\_\_\_ Area \_\_\_\_\_ Region \_\_\_\_\_ Section \_\_\_\_\_ Local \_\_\_\_\_  
Section and Local Nets please give name of Section \_\_\_\_\_

1. Net Name \_\_\_\_\_
2. Net Abbreviation \_\_\_\_\_
3. Freq.(MHz) \_\_\_\_\_
4. Give days and times the net meets during the winter  
Day(s) \_\_\_\_\_ Time(s) \_\_\_\_\_  
*(Area, Region & Section use UTC day and time. Local Nets use Local day and time)*
5. Purpose: Traffic \_\_\_\_\_ Weather \_\_\_\_\_ Emergency \_\_\_\_\_ Other \_\_\_\_\_
6. Affiliated with the National Traffic System? YES NO (Please circle)
7. Direct Coverage Area \_\_\_\_\_
8. Managers Call Sign \_\_\_\_\_
9. Date \_\_\_\_\_
10. Submitted by \_\_\_\_\_ Call Sign \_\_\_\_\_

*Information will be entered exactly as stated above  
Incomplete or illegible registrations will not be processed.  
All nets must be registered once every TWO years.*

Send to:

American Radio Relay League,  
225 Main St.  
Newington,  
CT 06111 - 1494  
U.S.A.

*Please send a copy to RAC VP - Field Services c/o RAC*

# Radio Amateurs of/du Canada

## RAC Field Organization

### Official Appointment Description

#### **District Emergency Coordinator (DEC)**

The RAC District Emergency Coordinator is appointed by the SEC to supervise the efforts of local Emergency Coordinators in the defined district. The DEC's duties involve the following:

Coordinate the training, organization and emergency participation of Emergency Coordinators in your district of jurisdiction.

Make local decisions in the absence of the SEC or through coordination with the SEC, concerning the allotment of available amateurs and equipment during an emergency.

Coordinate the interrelationship between local emergency plans and between communications networks within your District of jurisdiction.

Act as backup for local areas without an Emergency Coordinator and assist in maintaining contact with governmental and other agencies within your District of jurisdiction.

Provide direction in the routing and handling of emergency communications of either a formal or tactical nature, with specific emphasis being placed on Welfare traffic.

Recommend EC appointments to the SEC.

Coordinate the reporting and documenting of ARES activities in your District of jurisdiction.

Act as a model emergency communicator as evidenced by dedication to purpose, reliability and understanding of emergency communications.

Be fully conversant in National Traffic System routing and procedures as well as have a thorough understanding of the locale and role of all vital governmental and volunteer agencies that could be involved in an emergency.

Your position description includes assisting your successor as much as possible to ensure a smooth transition in your position. This involves promptly updating and turning over the position records and supplies to your successor so that there is as little loss of continuity as possible. A business-like transition reflects well on your professionalism, responsibility and consideration as well as on RAC.

Recruitment of new hams and RAC members is an integral part of the job of every appointee. Appointees should take advantage of every opportunity to recruit a new ham or member to foster growth of Field Organization programs, and our abilities to serve the public.

Requirement: The District Emergency Coordinator is required to be a Full RAC member and hold an Amateur Operator's Certificate (or equivalent, as stipulated by the Radiocommunication Regulations) and should always operate radio equipment only within the limits and privileges of the certificate and qualification held.

a little loss of continuity as possible. A business-like transition reflects well on your professionalism, responsibility and consideration as well as on RAC.

Recruitment of new hams and RAC members is an integral part of the job of every appointee. Appointees should take advantage of every opportunity to recruit a new ham or member to foster growth of Field Organization programs, and our abilities to serve the public.

Requirement: The Emergency Coordinator is required to be a Full RAC member and hold an Amateur Operator's Certificate (or equivalent, as stipulated by the Radiocommunication Regulations) and should always operate radio equipment only within the limits and privileges of the certificate and qualification held.

FSD-46-R (10/97)

# Radio Amateurs of/du Canada

## RAC Field Organization

### Official Appointment Description

#### **Emergency Coordinator**

The RAC Emergency Coordinator is a key team player in ARES on the local emergency scene. Working with the Section Emergency Coordinator, the DEC and the EC prepare for, and engage in management of communications needs in disasters. EC duties include:

Promote and enhance the activities of the Amateur Radio Emergency Service (ARES) for the benefit of the public as a voluntary, non-commercial communications service.

Manage and coordinate the training, organization and emergency participation of interested amateurs working in support of the communities, agencies or functions designated by the Section Emergency Coordinator/Section Manager.

Establish viable working relationships with federal, provincial, municipal government and private agencies in the ARES jurisdictional area which need the services of ARES in emergencies. Determine what agencies are active in your area, evaluate each of their needs, and which ones you are capable of meeting, and then prioritize these agencies and needs. Discuss your planning with your Section Emergency Coordinator and then with your counterparts in each of the agencies. Ensure they are all aware of your ARES group's capabilities, and perhaps more importantly, your limitations.

Develop detailed local operational plans with "served" agency officials in your jurisdiction that set forth precisely what each of your expectations are during a disaster operation. Work jointly to establish protocols for mutual trust and respect. All matters involving recruitment and utilization of ARES volunteers are directed by you, in response to the needs assessed by the agency officials. Technical issues involving message format, security of message transmission, Disaster Welfare Inquiry policies, and others, should be reviewed and expounded upon in your detailed local operations plans.

Establish local communications networks run on a regular basis and periodically test those networks by conducting realistic drills.

Establish an emergency traffic plan, with Welfare traffic inclusive, utilizing the National Traffic System as one active component for traffic handling. Establish an operational liaison with local and section nets, particularly for handling Welfare traffic in an emergency situation.

In times of disaster, evaluate the communications needs of the jurisdiction and respond quickly to those needs. The EC will assume authority and responsibility for emergency response and performance by ARES personnel under his jurisdiction.

Work with other non-ARES amateur provider-groups to establish mutual respect and understanding, and a coordination mechanism for the good of the public and Amateur Radio. The goal is to foster an efficient and effective Amateur Radio response overall.

Work for growth in your ARES program, making it a stronger, more valuable resource and hence able to meet more of the agencies' local needs. There are thousands of new peoples coming into the Amateur Radio Service that would make ideal additions to your ARES roster. A stronger ARES means a better ability to serve your communities in times of need and a greater sense of pride for Amateur Radio by both amateurs and the public.

Report regularly to the SEC, as required.

Your position description includes assisting your successor as much as possible to ensure a smooth transition in your position. This involves promptly updating and turning over the position records and supplies to your successor so that there is



## Good Operator Report

Radio: \_\_\_\_\_ your call sign was heard calling ( ) working ( ) \_\_\_\_\_ at \_\_\_\_:\_\_\_\_ UTC.

Date: \_\_\_\_\_ Frequency: \_\_\_\_\_. Mode: \_\_\_\_\_. Your RST \_\_\_\_\_.

### We thought you would like to know . . .

that this RAC Official Observer has noted your EXCELLENT ( ) signal quality ( ) operating procedure as a fine example for all radio amateurs.

Remarks: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

The undersigned RAC Official Observer thanks you for your excellent example of good amateur radio operating practice for others in the Amateur Radio Service. Keep inspiring others to do better, by your good example.

Signed \_\_\_\_\_, RAC OO. Call Sign \_\_\_\_\_

FSD-15-R (6/99)

## Constatation d'excellence en opération

Radio: \_\_\_\_\_ votre indicatif a été entendu lors d'un appel ( ) en contact ( ) \_\_\_\_\_ à \_\_\_\_:\_\_\_\_ UTC.

Date: \_\_\_\_\_ Fréquence: \_\_\_\_\_. Mode: \_\_\_\_\_. Votre RST \_\_\_\_\_.

### Nous croyons que vous aimeriez savoir

que cet Observateur Officiel de RAC note l'excellence ( ) de la qualité de votre signal est ( ) de vos bonnes habitudes d'opération est/sont un bon exemple pour tous les radioamateurs.

Remarques: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Le soussigné, Observateur Officiel de RAC, vous félicite de l'excellent exemple que vous donnez au service radioamateur. Continuez à encourager vos semblables à vous imiter.

Signé \_\_\_\_\_, OO RAC. Indicateur \_\_\_\_\_

FSD-15-RF (6/99)

# Radio Amateurs of/du Canada

## RAC Field Organization

### Official Appointment Description

#### **Official Bulletin Station (OBS)**

Rapid dissemination of information is the lifeblood of an active, progressive organization. The RAC Official Bulletin Station network provides a vital communications link for informing the amateur community of the latest developments in Amateur Radio and RAC. RAC bulletins, containing up-to-the-minute news and information of Amateur Radio, are issued by RAC Headquarters as soon as such news "breaks."

To serve the greatest possible "audience," OBS appointees who can send RAC bulletins over vhf repeaters, and via uploading to packet bulletin board systems (PBBS) are of maximum usefulness and are much in demand. If possible, an OBS who can copy bulletins directly from Internet (or the Bulletin Manager) should be assigned to each major repeater in the section. Bulletins should be transmitted regularly, perhaps in conjunction with a vhf repeater net, on a repeater "bulletin board" (tone-accessed recorded announcements for repeater club members), or via a RTTY or packet (computer) mailbox, if one is functioning locally. Duties and requirements of the OBS include the following:

Retransmission of RAC bulletins must be made at least once per week to maintain appointment. OBS candidates are appointed by the Section Manager (or by the Bulletin Manager, if the SM so desires) and must adhere to a schedule that is mutually agreeable.

OBS appointees should send a monthly activity report (such as FSD-210 under "Schedules and Net Affiliations") to the Bulletin Manager, indicating bulletin transmissions made and generally updating the Bulletin Manager to any OBS-related activities. This reporting arrangement may be modified by the Bulletin Manager as he/she sees fit.

As directed by the Bulletin Manager, OBSs will include in their bulletin transmissions news of local, section and regional interest.

To subscribe to the RAC bulletin lists on the Internet, register through the RAC Web Site e-mail robot, or send an e-mail message.

Your position description includes assisting your successor as much as possible to ensure a smooth transition in your position. This involves promptly updating and turning over the position records and supplies to your successor so that there is a little loss of continuity as possible. A business-like transition reflects well on your professionalism, responsibility and consideration as well as on RAC.

Recruitment of new hams and RAC members is an integral part of the job of every appointee. Appointees should take advantage of every opportunity to recruit a new ham or member to foster growth of Field Organization programs, and our abilities to serve the public.

Requirement: The Official Bulletin Station is required to be a Full RAC member and hold an Amateur Operator's Certificate (or equivalent, as stipulated by the Radiocommunication Regulations) and should always operate radio equipment only within the limits and privileges of the certificate and qualification held.

# Radio Amateurs of/du Canada

## RAC Field Organization

### Official Appointment Description

#### **Bulletin Manager**

Rapid dissemination of information is the lifeblood of an active, progressive organization. The RAC Official Bulletin Station network provides a vital communications link for informing the amateur community of the latest developments in Amateur Radio and the RAC. The bulletins should include the content of RAC bulletins transmitted and sent over the Internet and packet radio, but should also include items of local, section and regional interest from other sources, such as RAC section leadership officials, as well as information provided by the Director.

A special effort should be made to recruit an OBS for each major repeater and packet bulletin board (PBBS) in the section. This is where the greatest "audience" is to be found, many of whom are not sufficiently informed about the latest news of Amateur Radio and RAC. Such bulletins should be transmitted regularly, perhaps in conjunction with a repeater net or on a repeater "bulletin board" (tone-accessed recorded announcements for repeater club members).

Bulletin Managers should be familiar with the position descriptions of the Official Bulletin Station. The duties of the Bulletin Manager include the following:

The Bulletin Manager is appointed by the SM and is required to regularly report to the SM concerning the section's bulletin program.

The Bulletin Manager is responsible for recruiting (and, at the discretion of the SM, appointing) and supervising a team of Official Bulletin Stations in the section. A special effort should be made to recruit OBSs for each major repeater and PBBS in the section.

The Bulletin Manager must be capable of copying RAC bulletins directly from internet or packet. The Bulletin Manager may, in some cases, be required to retransmit RAC bulletins for OBS appointees who might be unable to copy them directly from packet or obtain them from the Internet.

The Bulletin Manager is also responsible for funneling news and information of a local, section and regional nature to OBS appointees. In so doing, the Bulletin Manager must maintain close contact with other section-level officials, and the Director, to maintain an organized and unified information flow within the section.

Your position description includes assisting your successor as much as possible to ensure a smooth transition in your position. This involves promptly updating and turning over the position records and supplies to your successor so that there is a little loss of continuity as possible. A business-like transition reflects well on your professionalism, responsibility and consideration as well as on RAC.

Recruitment of new hams and RAC members is an integral part of the job of every appointee. Appointees should take advantage of every opportunity to recruit a new ham or member to foster growth of Field Organization programs, and our abilities to serve the public.

Requirement: The Bulletin Manager is required to be a Full RAC member and hold an Amateur Operator's Certificate (or equivalent, as stipulated by the Radiocommunication Regulations) and should always operate radio equipment only within the limits and privileges of the certificate and qualification held.

# Radio Amateurs of Canada - NTS ARL Messages

These are the abbreviations used within NTS. If sending messages overseas, or into the CFARS or MARS systems, please use plain English, unabbreviated. Spell the numbers out at all times, (e.g. ARL Sixty One, not ARL 61). The letters ARL are inserted in the check and in the text before the spelled-out numbers.

(Example) Nr 1 R WIAW ARL 8 Newington CT Dec 1 To Donald R Smith 164 East Sixth Ave Bangor ME 04601 (207)733-3968 - ARL Fifty One Hartford fair ARL Sixty One = Diana AR

## Group One For Possible “Relief Emergency” Use

ONE	* Everyone safe here. Please don't worry.
TWO	* Coming home as soon as possible.
THREE	* Am in ___ hospital. Receiving excellent care and recovering fine.
FOUR	* Only slight property damage here. Do not be concerned about disaster reports.
FIVE	* Moving to new location. Send no further mail or communication. Will inform you of new location when relocated.
SIX	* Will contact you as soon as possible.
SEVEN	* Please reply by Amateur Radio through the amateur delivering this message. This is a free public service.
EIGHT	* Need additional mobile or portable equipment for immediate emergency use.
NINE	* Additional radio operators needed to assist with emergency at this location.
TEN	* Please contact _____. Advise to standby and provide further emergency information, instructions or assistance.
ELEVEN	* Establish Amateur Radio emergency communications with ____ on ____ MHz.
TWELVE	* Anxious to hear from you. No word in some time. Please contact me as soon as possible.
THIRTEEN	* Medical emergency situation exists here.
FOURTEEN	* Situation here becoming critical. Losses and damage from ____ increasing.
FIFTEEN	* Please advise your condition and what help is needed.
SIXTEEN	* Property damage very severe in this area.
SEVENTEEN	* REACT communications services also available. Establish REACT communications with -on Channel ____.
EIGHTEEN	* Please contact me as soon as possible at _____.
NINETEEN	* Request health and welfare report on _____. (State name, address and telephone number.)
TWENTY	* Temporarily stranded. Will need some assistance. Please contact me at _____.
TWENTY ONE	* Search and Rescue assistance is needed by local authorities here. Advise availability.
TWENTY TWO	* Need accurate information on the extent and type of conditions now existing at your location. Please furnish this information and reply without delay.
TWENTY THREE	* Report at once the accessibility and best way to reach your location.
TWENTY FOUR	* Evacuation of residents from this area urgently needed. Advise plans for help.
TWENTY FIVE	* Furnish as soon as possible the weather conditions at your location.
TWENTY SIX	* Help and care for evacuation of sick and injured from this location needed at once.

*Emergency/Priority messages originating from official sources must carry the signature of the originating official.*

## Group Two Routine Messages

FORTY SIX	* Greetings on your birthday and best wishes for many more to come.
FIFTY	* Greetings by Amateur Radio.
FIFTY ONE	* Greetings by Amateur Radio. This message is sent as a free public service by Ham radio operators here at _____. Am having a wonderful time.
FIFTY TWO	* Really enjoyed being with you. Looking forward to getting together again.
FIFTY THREE	* Received your _____. It's appreciated: many thanks.
FIFTY FOUR	* Many thanks for your good wishes.
FIFTY FIVE	* Good news is always welcome. Very delighted to hear about yours.
FIFTY SIX	* Congratulations on your _____, a most worthy and deserved achievement.
FIFTY SEVEN	* Wish we could be together.
FIFTY EIGHT	* Have a wonderful time. Let us know when you return.
FIFTY NINE	* Congratulations on the new arrival. Hope mother and child are well.
SIXTY	* Wishing you the best of everything on _____.
SIXTY ONE	* Wishing you a very merry Christmas and a happy New Year.
SIXTY TWO	* Greetings and best wishes to you for a pleasant -holiday season.
SIXTY THREE	* Victory or defeat, our best wishes are with you. Hope you win.
SIXTY FOUR	* Arrived safely at _____.
SIXTY FIVE	* Arriving _____ on _____. Please arrange to meet me there.
SIXTY SIX	* DX QSL's are on hand for you at the _____ QSL Bureau. Send _____ self-addressed envelopes.
SIXTY SEVEN	* Your message number _____ undeliverable because of _____. Please advise.
SIXTY EIGHT	* Sorry to hear you are ill. Best wishes for a speedy recovery.
SIXTY NINE	* Welcome to the _____. We are glad to have you with us and hope you will enjoy the fun and fellowship of the organization.

# Radio Amateurs of/du Canada

## RAC Field Organization

### Official Appointment Description

#### **Net Manager**

For coordinating and supervising traffic handling activities in the section, the SM may appoint one or more Net Managers, usually on recommendation of the Section Traffic Manager. The number of NMs appointed may depend on a section's geographical size, the number of nets operating in the section, or other factors having to do with the way the section is organized. In some cases, there may be only one net manager in charge of the one section net, or one NM for the phone net, one for the CW net. In larger or more traffic-active sections there may be several, including NMs for the VHF net or nets, for the RTTY net, or NTS local nets or packet nodes not controlled by ECs. All RAC NMs should work under the STM in a coordinated section traffic plan.

Some nets cover more than one section but operate in NTS at the section level. In this case, the Net Manager is selected by agreement among the STMs concerned and the NM appointment conferred on him by his resident SM. Some NMs are system operators of, or sysop recommended operators active on, participating NTS packet boards.

NMs may conduct any testing of candidates for ORS appointment that they consider necessary before making appointment recommendations to the STM. Net Managers also have the function of requiring that all traffic handled through an NTS net or node be in proper form.

Your position description includes assisting your successor as much as possible to ensure a smooth transition in your position. This involves promptly updating and turning over the position records and supplies to your successor so that there is a little loss of continuity as possible. A business-like transition reflects well on your professionalism, responsibility and consideration as well as on RAC.

Recruitment of new hams and RAC members is an integral part of the job of every appointee. Appointees should take advantage of every opportunity to recruit a new ham or member to foster growth of Field Organization programs, and our abilities to serve the public.

**Requirement:** The Net Manager is required to be a Full RAC member and hold an Amateur Operator's Certificate (or equivalent, as stipulated by the Radiocommunication Regulations) and should always operate radio equipment only within the limits and privileges of the certificate and qualification held.

## Appendix – RAC Field Organization Forms, Certificates and Awards

<u>RAC Form #</u>	<u>Description</u>	<u>To Be Used By</u>
FSD-1-R	Official Appointment Description - Net Manager	SM/STM
FSD-3-R	NTS-ARL Numbered Text (Messages)	All
FSD-6-R	Official Appointment Description - Bulletin Manager	SM
FSD-7-R	Official Appointment Description - Official Bulletin Station	SM/BM
FSD-15-R	Good Operator Notice	OO
FSD-15-RF	Constation d'excellence en operation (French version of Good Operator Notice)	OO
FSD-23-R	Official Observer Activity Report	OO
FSD-46-R	Official Appointment Description -Emergency Coordinator	SM/SEC/DEC
FSD-47-R	Official Appointment Description - District Emergency Coordinator	SM/SEC
FSD-85-R	ARRL Net Directory Registration Form	NM/STM/SM
FSD-96-R	Monthly SEC Report	SEC
FSD-98-R	ARES Registration Form	SEC/DEC/EC
FSD-101-R	Official Appointment Description - Official Observer Coordinator	SM
FSD-107-R	Official Appointment Description - Official Relay Station	SM/STM
FSD-108-R	Official Appointment Description - Official Emergency Station	SM/SEC
FSD-110-R	Official Appointment Description - Official Observer	SM/OOC
FSD-124-R	Leadership Officials Requisition Form	All
FSD-125-R	NTS Section and Local Net Report Card	STM/NM
FSD-127-R	Official Appointment Description - Assistant Section Manager	SM
FSD-128-R	Official Appointment Description - Section Manager	VP-FS
FSD-156-R	Application for DEC and EC	SEC/DEC
FSD-187-R	Field Organization Appointment Application	All
FSD-210-R	Monthly Station Activity Report	All
FSD-211-R	Field Organization Report	All
FSD-212-R	Monthly DEC/EC Report	DEC/EC
FSD-213-R	Official Observer Advisory Notice	OO
FSD-213-RF	Avis consultatif de l'Observateur Officiel (French version of OO Advisory Notice)	OO
FSD-224-R	ARES Member Wallet Card	SEC/DEC/EC
FSD-235	ARRL Public Service Communication Manual (PSCM) <i>Download from RAC Web-site</i>	All
FSD-250-R	Official Appointment Description - Section Emergency Coordinator	SM
FSD-251-R	Official Appointment Description - Section Traffic Manager	SM
FSD-254-R	Monthly STM Report	STM
FSD-256-R	Silent Key Report	All
FSD-290-R	Order Form for Callsign/Name/Appointment Badge	Stn/Ldrsp Apmts

### Appointment Certificates

*(not included in electronic version of the book)*

Section Manager (Red)  
 Assistant Section Manager (Red)  
 Section Emergency Coordinator (Green)  
 District Emergency Coordinator (Green)  
 Emergency Coordinator (Green)  
 Assistant Emergency Coordinator (Green)  
 Official Emergency Station (Green)  
 Section Traffic Manager (Blue)  
 Official Relay Station (Blue)  
 Net Manager (Blue)  
 Section Net Certificate (Blue)  
 Local Net Certificate (Blue)

Bulletin Manager (Yellow)  
 Official Bulletin Station (Yellow)  
 Official Observer Coordinator (Brown)  
 Official Observer (Brown)

### Awards

*(not included in electronic version of the book)*

Brass Pounders' League Card Certificate (Orange)  
 Brass Pounders' League Medallion (not included)  
 Public Service Honour Roll Certificate (Red)  
 Emergency Communications Commendation Certificate (Red)  
 Public Service Commendation Certificate (Red)  
 Certificate of Merit (Red)

Lists and labels can be constructed which consist of a subset of any group listed above, sorted by postal code, callsign, last name, etc. This allows you to target your mailing only to specific postal codes, only to RAC members (or non-members), or virtually any other subset that can be keyed on via the RAC computer. This service will be provided on a cost-recovery basis and subject to time availability of RAC HQ staff and volunteers. Please submit your request to the RAC General Manager in writing allowing several weeks for a response with price and availability quotation.

Generally, lists or labels including all RAC members or call sign holders in the Section are not extremely useful to the SM, as most SMs find it impossible to mail to all members or licensees within the financial constraints of the Section budget. Usually, Section newsletters are sent to Affiliated Clubs and to Section Field Organization appointees; such a mailing list is much more manageable!

## **8.6 RAC Membership Status Inquiries**

Occasionally, an SM will have a need to check on the membership status of an amateur in the Section. This need might arise while recruiting Section level leadership appointees, while targeting mailings to prospective Field Organization appointees, or when issuing new appointments.

The RAC membership list is updated monthly for the mailing of TCA and the latest version posted to the password-protected section of the web site. Please use this convenient method to check membership status instead of calling RAC HQ to get the office assistant to check that same list for you.

## **8.7 Audio-Visual Program**

The RAC Audio-Visual program is designed to allow RAC members, Affiliated Clubs and amateur radio course instructors the use of a number of videos.

The A/V program consists of eight video cassettes, with more to come. The tapes are offered only for sale, allowing them to be used as often as desired by the instructor, club or individual owner. Prices have been set to return only a small profit to RAC.

Descriptive lists of videos and order forms, are included on the RAC web site, and are available from RAC HQ.

## **8.8 Pamphlets and Promotional Materials**

RAC produces a small assortment of pamphlets which promote Amateur Radio, RAC, and specific programs of RAC. These items (some of which have no document numbers and are not listed on form FSD-124) are useful in introducing Amateur Radio to prospective hams or public service programs to the officials of served agencies.

The list of available materials will vary as new brochures are created and older ones are discontinued. You will have been provided with an initial supply by the VP-FS. As this is being written, the following RAC pamphlets are available:

1. More Than Just a Great Magazine – a single sheet recruiting pamphlet which explains the benefits of RAC membership
2. The RAC Foundation - a brief recap of the Foundation and its various charitable functions
3. The RAC Audio-Visual Library – a list of the available videos
4. The RAC QSL Bureau System – a description of Outgoing and Incoming QSL Bureau services and procedures
5. Frequently Asked Questions about ARES – useful pamphlet when discussing ARES at hamfests and fleamarkets
6. Frequently Asked Questions about Amateur Radio - useful pamphlet for the Public and the Press.

## **8.9 Press Kits**

The Press Kit, still in preparation at time of writing, will include above Pamphlet 6 "Frequently Asked Questions on Amateur Radio". It also includes a sheet listing addresses and phone numbers to be used to get more information. This may be customized by adding the contact information for a local Amateur Radio Club.

Press Kits may be put to use in a number of situations. An Officer, Director, or Section Manager may provide them to members of the local media as a part of their normal activities, or as a part of their Field Day outing. SECs, DECs and Emergency Coordinators may provide kits at the site of disaster relief operations and at major public service events. A few kits should be on hand at special event stations that may be visited by the press.

## **8 - RAC Headquarters Support And Services**

### **8.1 An Overview of RAC Field Services**

The entire support for the RAC Field Organization in all RAC Sections is provided by one volunteer – the RAC VP - Field Services. This one person maintains all records, advises the RAC web master of appointment updates, issues certificates, reviews new forms and publications which relate to Field Services, and visits as many of you as he can manage, given his extremely limited budget.

The VP - Field Services provides most of the direct support that the Section Manager and his or her staff receives from RAC. Even so, it is important that you have a good working knowledge of the RAC headquarters organization so you can refer a question asked by a member in your Section to the individual that can best provide a definitive answer.

### **8.2 Questions and Answers**

One of the most valuable services of the RAC Headquarters staff is their availability to answer your questions about RAC, about fast-breaking news of events which affect Amateur Radio, and about membership matters and publications sales. However, the HQ staff are overloaded, and it is more constructive to visit the RAC web site to see if the answer to your question is included among the many Frequently Asked Questions that have been put there to cut down on telephone and e-mail questions. It is a good idea to print out the latest FAQ screens and place them in a three-ring binder for easy reference.

### **8.3 TCA - The Canadian Amateur**

TCA is the membership journal of the RAC, and is sent monthly to every member of RAC. This makes it an extremely valuable vehicle for exchanging information and ideas among the most active and involved amateurs.

In addition to the feature articles and news items, TCA provides a wide outlet for information from and about the RAC Field Organization. The Public Service and Section News columns, in particular will be of intense interest to you, your staff, and the RAC members in your Section.

Section News is the Section Manager's monthly opportunity to communicate with the members of RAC in his or her Section, and with RAC members in other Sections who seek to learn what is being done throughout the RAC Field Organization. See section 5.4 for a discussion of the value of this opportunity to you and your Section.

Both full-length and short articles about all types of Amateur Radio activity are actively sought for inclusion in TCA. Short articles and photographs regarding traffic handling, ARES activities, and other public service topics may be sent directly to the Public Service column editor. You should encourage all amateurs in your Section to share their ideas or accomplishments with others by writing for TCA.

Although most of the news in TCA will reach you through other channels, (RAC bulletins, Director's letters, etc.) long before it is reported in TCA, you should make yourself thoroughly familiar with the contents of each issue.

### **8.4 ARRL Field Forum**

Field Forum is a quarterly publication which is posted to the ARRL web site and is available for reading and printing by RAC Section appointees and interested RAC members. Although much of the information is US-oriented, often the issues which are of concern to our US cousins concern us here as well.

### **8.5 Lists and Mailing Labels**

RAC Headquarters volunteers maintain several data bases which you can draw upon to obtain lists or mailing labels for use in furthering your Section's programs. Available lists include:

1. All RAC members in the Section are shown on the RAC web-site for easy download and print
2. All amateur licensees (the call sign database) are shown on the RAC web-site for easy download and print.
3. All RAC Field Organization appointees in the Section are shown on the RAC web-site for easy download and print.
4. All RAC Affiliated Club names are shown on the RAC web-site for easy download and print, though a separate list complete with addresses and presidents can be provided by a headquarters volunteer on request. This may take a few weeks as this database is not normally maintained in a directly usable form.

## **7 - Convention And Hamfest Procedures**

### **7.1 The Opportunity Of Hamfests And Conventions.**

Few situations that you will encounter as Section Manager offer the opportunity to contact the amateurs of your Section as do hamfests and conventions. In one place at one time you have the full cross section of Amateur Radio; RAC members, non-members, VHF-FM operators and DXers, traffic handlers and county hunters, contesters and phone patchers, amateurs and non-amateurs. Every interest and talent is represented among the attendees.

As a representative of RAC, you should make every effort to take full advantage of the opportunities offered by these events. By organizing and manning an RAC booth, you can make yourself available to answer questions, hear suggestions, and direct individuals to the RAC official best able to address them.

You can explain both the national and local programs of the RAC, and provide operating aids and informational materials to the attendees. You can meet with your Field Organization appointees and amateurs who may be interested in joining the Field Organization by becoming appointees; truly a unique time and place for recruitment efforts!

An active RAC booth is likely to be more than you can handle alone. At RAC sanctioned hamfests and conventions, the sponsoring club is expected to provide assistance from within the club membership. Another solution, however, is to have one or more of your Section level leadership appointees join you in the booth. They are likely to be better informed regarding the programs of the RAC, and can better handle questions and suggestions. It's also, of course, an excellent opportunity for them to meet with the participants in their own programs!

### **7.2 Types Of Events**

Amateur Radio events can generally fall into one of the following categories:

1. RAC Conventions
2. RAC sanctioned hamfests
3. Non-RAC sanctioned hamfests

RAC conventions and affiliated club hamfests operate within the rules adopted by the RAC Board of Directors. Non-RAC hamfests are those events whose sponsor has not chosen to request RAC Sanction, sometimes due to a lack of information as to the benefits (free prizes, handouts -- see section 7.2.1) or a lack of understanding regarding proper procedures.

Application packages for RAC conventions and hamfests are available from RAC HQ, and except for the very largest of conventions which require a year, should be requested at least six months in advance. No RAC funding is available for these.

#### **7.2.1 RAC Sanctioned Hamfests**

RAC hamfests are those hamfests whose sponsors have sought and received RAC sanctioning. The hamfest sponsors agree to make space available for an RAC display, personnel to man the booth if requested, and room for formal RAC speaking forums if requested by the Director or other elected RAC official.

In return, the hamfest is permitted to use the RAC logo in its advertising, and RAC editorial support in TCA for the event, and advertising in TCA at rates below normal commercial rates. In addition, RAC HQ will provide handout material and free publications to be used as awards and prizes.

#### **7.2.2 RAC Section and Operating-Specialty Conventions**

Since RAC conventions are events which are typically on a larger scale than hamfests, your RAC Director plays a large role in overseeing their planning and operation. An application package for a convention is initially approved by the Director, and then submitted to the RAC Board of Directors for their formal approval. Upon approval, RAC HQ will notify the sponsoring organization. The management, program, and financial plans of every such convention are subject to the approval of the Director in which the convention is to be held. The amount of personal involvement by the Director will vary with the individual Director and with his trust and faith in the convention sponsors.

Every convention will make provisions for RAC forums and meetings, when requested, as well as for an RAC display booth or tables. The convention sponsors will make every effort to prominently display the RAC logo on all advertising and promotional materials.

After sanctioning, and when formally requested by the Director, RAC HQ will provide one or more speakers from the Officers of the RAC, at no cost to the local convention planners. In addition, RAC HQ will provide additional support in TCA for the event, and will contribute free RAC memberships to be used as awards and prizes.

and all supporting documentation (receipts) to the VP-Field Services who will forward it to RAC HQ. The requester should keep records, which may include copies of all requests, materials and receipts, to accurately record the specific uses of his Section's budget allocation.

Reimbursement cheques will be sent by RAC HQ directly to the claimant, and are normally received within four weeks of the receipt of the request at RAC HQ.

All expense claims for the calendar year must be submitted to RAC HQ prior to January 15 of the following year to allow for the timely closing of the books. Reimbursement requests received after January 15 will have to be paid from the new year's budget allocation, and may be denied.

For reimbursement of administrative expenses, the following are required:

1. RAC Administrative Expense Form
2. Receipts.

Many of the Section administrative expenses fall into the category of "other" it is therefore recommended that the expenses in the category be itemized on the back or on a separate sheet of paper. This will assist the appointee in his own record-keeping and will make the verification of the expenses by the submitted receipts easier.

Receipts for all administrative expenses should be stapled to the Expense Report form. These should include postal receipts, cash register slips, copies of telephone bills, with RAC expenses marked, and any other necessary supporting documentation. GST/HST paid and vendor number should be shown clearly on every receipt.

Hotel or motel expenses (only if approved in advance) are reimbursable at the lowest (single) rate, unless a room is shared by two appointees who are eligible for reimbursement. For example, if you share a room with your spouse and therefore pay the double room rate, you may only be reimbursed for an amount equal to that hotel's single rate. If, on the other hand, you share a room with the Section Traffic Manager, then you may claim the total cost of the room.

If you drive your own car on a trip, (approved in advance) you may claim for the cost of fuel. In general, automobile travel is the most cost-effective mode of travel within most Sections.

As with all expenses, receipts with GST /HST paid and vendor number are required. Demanding a receipt from a hot dog vendor at a hamfest may be unreasonable, but where possible, attempt to obtain documentation of all expenses.

## ***6.6 Advances From The Section Budget Allocation***

There are some large Section expenses (as for a Section-wide mailing or some travel) for which the normal reimbursement procedure is impractical or impossible. No Section project should go undone simply because you or your appointees cannot dedicate your personal funds for a month or so, thus it may be possible for you to draw upon your Section budget allocation in advance of a large expense.

On a case-by-case basis, a Section Manager may obtain an advance from the Section budget by forwarding a written request to the VP - Field Services. You should explain the purpose of the advance in detail, and allow 30 days for processing. Your request will be reviewed, and if any questions exist you will be contacted. The VP-FS will use his judgment in granting advances from Section budget allocations; approval is not guaranteed.

The proper forms with supporting documentation must be filed as soon as possible after incurring the expense for which the advance was obtained. Any unused portion of the advance should be returned promptly.

## **6 The Section Budget and Expenses**

### **6.1 The Section Budget -- An Overview**

No individual is expected to spend his personal funds in the furtherance of RAC affairs; that's part of what membership dues are for! (But many do). The RAC Board of Directors authorizes an annual fixed expense allocation ceiling -- a maximum amount available for use by each Section. These funds are to be used by the SM and his Section leadership team to reimburse travel and administrative expenses incurred in operating the Section programs during the year. As Section Manager, one of your most important responsibilities is to budget this money so that it will be spent effectively in furthering RAC objectives.

The funds allocated to the Section are not held by the SM. They are available from RAC Headquarters as reimbursement of expenses actually incurred and documented. In some circumstances, an advance from the Section's allocation can be obtained prior to the use of the funds (see section 6.5). The Section Manager must approve all requests for reimbursement in his Section. You must take care to guarantee that you and your leadership appointees do not exhaust your budget allocation prior to the end of the year; expense reimbursement requests filed against an exhausted allocation cannot be honored.

You should note that the dollar amount is allocated for calendar year January through December. For example, if you assume the SM post in October, you will inherit the unused portion of the budget from your predecessor's allocation.

When dealing with budgetary matters, keep in mind that you have been entrusted with hundreds of dollars allocated from dues paid by the RAC members. Those members expect you to be a careful and effective steward of their funds.

### **6.2 How Your Budget Allocation Is Determined**

The RAC Board of Directors is responsible for allocating a total amount of money sufficient to fund the Field Organization programs for the year. From this total Field Organization allocation, each Section is given a ceiling representing the maximum amount which may be claimed for reimbursement of expenses in the Section.

The precarious position of RAC finances does not allow sufficient funds for SMs, and in particular those who have large Sections, but small numbers of members.

Upon assuming the Section Manager post, and at the beginning of the year in each year following, you will be notified by the VP-FS of your Section's budget allocation for the coming year.

### **6.3 Proper Uses Of The Section Budget Allocation**

The spending limitations of current RAC budgets allow only small expenses per year, relying largely on e-mail and local personal contact for communication with your Section leadership.

If there is a question of reimbursement eligibility for a planned trip or administrative expense, consult the VP-Field Services in advance for determination.

### **6.4 Establishing Your Section Reimbursement Policy**

The preceding section should make it clear that you have little leeway in the manner in which your budget ceiling is spent. Since you must approve reimbursement requests from your cabinet, it is important that you determine what your policy is going to be in your Section regarding who is allowed reimbursement and for what reasons so that you can communicate that policy to your Section leadership team. That way, they will not incur expenses that you do not approve for reimbursement. Your policy should be flexible, but should be written to allow you to keep firm control of money spent for RAC programs. Remember, you must avoid exhausting your entire budget allocation prior to the end of the year.

### **6.5 How To File Reimbursement Requests**

Requests for reimbursement are filed on the RAC Expense Report form. In order for RAC to recoup the GST and HST you have paid on your purchase, your receipt, with GST or HST and vendor number clearly shown, must be included with your expense claim, or it will not be reimbursed.

You are not expected to absorb your expenses. That is unfair to others and to your successor, who may not be able to do that. (Of course, if you wish to make a separate donation to RAC, that is most welcome.)

All requests for reimbursement from Section level leadership appointees must be approved by the Section Manager, and so should be sent to you rather than directly to RAC HQ. The SM should review each request to verify that it is in correct form and that the expense made meets the reimbursement policy. If a problem exists, the SM should contact the appointee and assist in correcting the problem. If all is in good order, the SM signs his approval and promptly forwards the request

Your local ISP is accessed by dialing a telephone number (usually local) and logging onto their computer network. Log-on information and your password will be provided with your registration. Messages are composed like a letter, and are posted on the network for later retrieval by the addressee.

Those who can access the computer network by a local telephone call are charged only for connect time cost. You will be billed monthly by your ISP, just as you are by your telephone company. These are not chargeable to RAC.

### **5.13 RAC Callsign Badges**

The official RAC badge supplier has agreed to sell official badges to RAC for those RAC members who are authorized to purchase them. These presently include appointees of the Directors (brushed brass finish), and currently active volunteers in the RAC Field Organization (brushed aluminum finish). Since members of your cabinet and other appointees are eligible to purchase these badges, your role as Section Manager is to receive orders from your appointees, verify that the applicant is indeed authorized for the badges ordered, and to forward correctly completed order forms to the VP-FS. Your Director, of course, performs the same function for his appointees, which include among others, Assistant Directors and Committee appointees. The RAC Executive Officers also are entitled to wear the brushed brass badges.

Those Field Organization appointees wishing to purchase brushed aluminum finish callsign badges are required to:

1. Complete the order form.
2. Add a cheque in the proper amount, made out to RAC (This cost may not be billed back to RAC as an expense)
3. Place in an envelope addressed to the VP-FS (in which you will forward the approved application and cheque)
3. Send the above to the authorizing official (you, the SM).

On receipt of the above, you should check to determine that the appointee is an active current appointee, and that the order form and cheque are in order. You then sign it and forward it to the VP-FS. Directors and SMs can, of course, also authorize orders in person at hamfests, conventions, and the like, for Field Organization appointees, who are also RAC members.

Those qualifying for BPL are reported to TCA in your monthly traffic handling summary, which is discussed in Section 5.5. The qualifying station's entry on form FSD-210 must include information in each of the columns -- originated, received, sent, delivered, and total.

BPL certificates are postcard-sized, and are sent to the qualifying station by the SM (or by the STM, if delegated by you). Most SMs opt to send BPL certificates to qualifying stations each month as they are earned; some choose to mail them once every few months to all of those stations qualifying during that period. Whatever mailing schedule is used, it is your responsibility to see that the certificates are typed and mailed to qualified stations along with a suitable congratulatory letter. It is useful to mention who else won the award that month, a rollup of the Section's traffic for the month, as well as the number of BPLs that station has earned toward the BPL plaque. (see 5.11.2)

The BPL is a repeatable award; a station may receive a BPL certificate for each month during which the requirements are met. When a station has qualified for a third BPL certificate, the station owner may be eligible for a BPL medallion.

### 5.11.2 Brass Pounder's League (BPL) Plaque

Those amateurs who qualify for their third BPL certificate are eligible to receive an engraved BPL medallion from RAC HQ. The three qualifying months need not be consecutive. While the BPL certificate may be issued to multi-operator or club stations, the BPL medallion is available only to the station licensee who has personally handled all of the traffic reported.

When an operator has qualified for his third BPL certificate, you should notify the VP-FS. Since the BPL plaques must be sent out for engraving, it takes six to eight weeks for the plaque to be sent to the qualifying operator from the time that the VP-FS is alerted.

Obviously, if a station is to receive his BPL medallion, you or your STM must keep complete records of those who qualify for BPL certificates. You might do this on the Section file copies of an appointee's FSD-211-R form, although a traffic handler need not be an appointee (or even a member of RAC) to qualify for a BPL certificate or the BPL plaque.

The BPL plaque is a one-time-only award; you should keep records of those in your Section who have received BPL plaques, in order to prevent time-wasting repetition of the verification process.

### 5.11.3 Public Service Honor Roll (PSHR) Certificate

Stations that are listed in the Public Service Honor Roll for 12 consecutive months, or for 18 months out of a 24-month period, will be eligible for a special PSHR certificate from the VP-FS.

To obtain a PSHR certificate, the Section Manager or STM notifies the VP-FS of the 12 or 18/24 months that the candidate's PSHR totals were noted in the Public Service column of TCA. At that point, the VP-FS will issue the certificate to the applicant. The PSHR certificate, like the BPL plaque, is a one-time award.

### 5.11.4 Public Service Awards

RAC makes available three kinds of awards for specific public service activities. The Emergency Communications Commendation is awarded to those amateurs who participate in communications emergencies. The Certificate of Merit and Public Service Commendation certificates are general purpose certificate which may be used by the Section Manager or by other RAC officials to recognize outstanding service to Amateur Radio. In the case of all three awards, certificates should go only to those amateurs who were outstanding and meritorious participants.

These awards are kept by the VP-FS for issuance to eligible amateurs. You should be alert to performance that may qualify individuals for one of these awards. Following an emergency or public service activity, the Emergency Coordinator notes the names and call signs of those whose performance was outstanding. Don't ignore the public service performances of those outside of the ARES organizations, including participants in traffic nets, CANWARN operations, and radio club sponsored activities.

Remember, Amateur Radio exists because it qualifies as a public service! It is vitally important that we recognize those who uphold our most important responsibility and proudest tradition.

## 5.12 Electronic Mail Service

Internet Electronic Mail (e-mail) permits the storing and retrieval of communications between users with terminals or computers and telephone modems. RAC HQ, and all the Directors and Executive, as well as most officials are equipped to take advantage of this service. All Section Managers make use of e-mail for part of their communications needs as well.

In order to take advantage of e-mail, you must have access to a computer terminal or a computer with a telephone modem. Note that the use of your Section budget to purchase capital equipment like computers, modems and software is not permitted -- see section 6.3. You should contact a local Internet Service Provider (ISP) to obtain current information and application

## **5.7 Expense Claims**

In addition to filing your own expense claims, expense claims from your Section level leadership appointees must be sent to you for your approval prior to forwarding to RAC HQ. This allows you to exercise control over the use of your Section's budget allocation. The forms required and the expense reimbursement procedure are covered in detail in section 6.

## **5.8 Supply Requisitions**

Certain supplies are provided for the Section Manager and his cabinet from the VP-FS. Their cost is not charged against the Section budget. These include position descriptions (appointee guidelines), copies of national memoranda of understanding, and FSD-211-R appointment forms. A listing is included in the Appendix.

These supplies may be ordered on two-sided form FSD-124 by the SM and by any of his leadership appointees. This form changes often as new forms or supplies are added to the inventory and older versions are eliminated; it is advisable to order one or more copies of the FSD-124 requisition form with each order that you place.

You should use care in not overstocking your files with these supplies. Order only what you can reasonably expect to use within a six-month period. When forms are modified or superseded, those in your file may be made obsolete, and will represent a waste to both you and to RAC. These supplies cost a considerable amount of money to produce and to send to you -- money that could be used for other important programs. Anticipate your needs accurately so that you will not be caught either short or overstocked.

## **5.9 Silent Key Reports**

Silent Key reports (that is, reports of Amateur licensees who have died) are often sent to the Section Manager for forwarding to TCA and for reporting in the "Silent Keys" column. You may also learn of Silent Keys through reading club newsletters from throughout the Section or through personal knowledge.

Silent Key reports need not be forwarded through the Section Manager; anyone can report a Silent Key to TCA directly. The report must be in writing, and should include the name, call sign, and address of the SK, as well as the name and signature of the person reporting and confirmation of the source of information (SMs may use Form FSD-256-R.) Silent Keys will be listed in the TCA column two to four months after the report is received.

You should consider the source when you receive a Silent Key report, and should independently verify any reports from sources whom you do not know and trust. There are serious implications to erroneously reporting Silent Keys in the pages of TCA (thereby canceling their memberships!), so you should use care prior to sending reports to TCA. Often, confirmation can be obtained on your Section's traffic nets or by consulting the officers of an RAC Affiliated Club.

If the Silent Key was one of your Section's Field Organization appointees, make certain that you send appropriate FSD-211-R cancellation forms (see section 5.10.4) for each appointment held, and that you remove his/her record from your Section files. You might choose to note the loss in your Section News column as well.

## **5.10 Certificates And Awards**

The Section Manager plays a role in issuing or recommending the issuance of several awards and certificates (in addition to the certificates issued to Field Organization appointees -- see section 4.5.2). These awards are detailed in following sections.

Although generally the awards and certificates detailed in this section are sent to the qualifying individual by mail, you should be aware of opportunities to present the awards in an appropriate public setting - at a hamfest, convention forum, or club meeting. Even if the award is mailed, you might publicize the award by announcing it on the air (on traffic nets or on the local repeater) or at a meeting.

The purpose of presenting certificates or awards to individuals is to thank them for their effort and to encourage them to continue to give of themselves. It is important that those who qualify for such recognition are given it, and the SM should make every effort to see that they do!

### **5.10.1 Brass Pounder's League (BPL) Certificate**

If, in any calendar month, a station reports a message total of 500 or more, or if the reported sum of originations and deliveries is 100 or more, then that station qualifies for recognition with a Brass Pounder's League certificate. This award is available to multi-operator stations (such as club stations) and to single-operator stations. All messages handled by the qualifying station must have been handled on Amateur (Not CFARS) frequencies within 48 hours of receipt, and must have been passed completely in standard RAC radiogram format. Those qualifying for BPL each month may be listed in the Public Service column of TCA.

information about how traffic and BPL are counted, refer to The Public Service Communications Manual. If a station does not qualify for BPL, simply report the callsign and traffic total in the appropriate columns.

At the bottom of your summary, you must enter the total count (the sum of all reported individual counts) in the "Total Traffic Handled" space. These statistics are used to show long term trends in traffic handling. You may find it useful to use a computer spreadsheet program to aid in preparing this report, making the addition of late reports more convenient.

Occasionally, an SAR will be received after you have prepared and sent your summary. These may be included on the next month's report. They will be reported in TCA, and will be included in the cumulative statistics.

***Warning! Never underestimate the importance to the traffic people of publishing each and every reported traffic total; you will soon learn how important a matter it is to individual traffic handlers!***

In an effort to encourage traffic handlers to handle more traffic, some SMs will report only traffic counts exceeding some predetermined threshold. Other SMs feel that any participation in the traffic-handling system is worthy of recognition, and will include all reported monthly totals. Amateurs in some sparsely populated areas may not encounter many pieces of traffic destined for their area, and those in more heavily populated areas may have to split the available traffic with other traffic people in their area. Thus, low traffic totals for the month may not indicate inactivity. In general, you should plan to report every traffic-handler's monthly total whenever possible.

You may choose to delegate to your Section Traffic Manager the responsibility for collecting individual traffic totals and preparing the traffic-handling summary for submission to TCA. The VP-FS reports numerous examples of traffic-handlers whose ire was a direct result of seeing their traffic totals appear in the SM's Section News column, but whose BPL and/or PSHR stats failed to appear, simply because the STM failed to get the report in by the deadline. As you will discover from reading the next page, failure of you or your STM to get the statistics to TCA on time could easily result in a hard-working traffic handler being denied a BPL medallion or PSHR certificate.

In addition to the SARs received from individual stations, the STM also receives a Section Net Report from each Net Manager, which lists the net statistics for the month just ended. If you have delegated the preparation of the Traffic Handling Summary to the STM, then you will receive the summary ready to submit to TCA.

## **5.6 Public Service Honor Roll (PSHR) Summary**

At the same time that the traffic handlers are reporting their monthly traffic totals, you will also be receiving station Public Service Honor Roll (PSHR) reports for the month. PSHR totals are published in TCA to recognize those who are active in public service activities of several varieties. The following table shows eight categories in which a station may accumulate points towards listing in the PSHR. Stations of all classes of license may qualify with 70 PSHR points or more.

The PSHR summary is prepared and submitted on a blank sheet of paper. You must list the number of points earned in each category; listing the total is not sufficient! You should verify that the numbers reported in the individual categories add up to the reported total. The report is organized so that the station reporting the greatest total number of points is listed at the top of the form, and the rest are listed in descending order. Use of a computer spreadsheet program makes this much easier.

Stations who qualify for PSHR for 12 consecutive months, or who qualify for 18 months in a two-year period, are eligible to receive a PSHR Certificate; see section 5.11.3 for details.

The PSHR summary must, of course, arrive at TCA on time with the Section News column.

### **Public Service Honour Roll (PSHR) *effective May 1, 2002***

The PSHR listing is for Amateurs whose Public Service activity during a month qualifies for 70 or more points in these 6 categories as reported to their Section Managers. Note maximum points for each:

1. Participating in a Public Service Net: any mode, 1 point per net session; maximum 40 points.
2. Handling formal messages (radiograms via any mode - 1 point per message handled, maximum 40.
3. Serving in a RAC-sponsored volunteer position: RAC FO appointee or Section Manager, NTS Net Manager, TCC Director, TCC member, NTS official or appointee above Section level, 10 points per position, maximum 30.
4. Participation in scheduled, short term public service events such as walk-a-thons, simulated emergency tests, and related practice events. Includes off-the-air meetings and coordination efforts - 5 points per hour or any portion, no limit.
5. Participation in unplanned emergency response. Includes unplanned requests by agencies - 5 points / hour, no limit
6. Providing an automated digital system handling radiograms, or a web page Pub Svce e-mail list server - 10 points per item

Those qualifying for the PSHR for 12 consecutive months, or 18 out of 24 months earn a PSHR Certificate (one-time award)

Information provided in RAC bulletins may be useful, although this information will usually be included elsewhere in TCA; remember that your line quota (discussed in section 5.4.2) is limited, and you should avoid reproducing information available elsewhere.

Input from individual amateurs will be received at hamfests, conventions, club meetings and on-the-air (often by packet and in traffic nets). You will also receive information by mail and by telephone.

Amateur radio club web-sites have become very valuable sources of information on club and member activities.

As Section Manager, you are responsible for the contents of your Section News column, and you will ultimately determine its effectiveness. Section News is periodically threatened by others who would like to make use of the valuable space in TCA for additional columns, articles, or advertising. We can best defend this valuable Field Organization tool by doing our best to make each month's column interesting, readable, and effective.

Some DOs and DON'Ts for your Section News column:

DO seek members' input on the issues.

DO emphasize the positive, not the negative.

DO write about the good things amateurs do in your Section.

DO give credit where credit is due. Highlight the good work of the active, selfless volunteers in your Section. Appropriate recognition goes a long way toward keeping your key volunteers going.

DO use common sense when writing your column.

DO welcome new appointments as they come on stream, and thank the outgoing appointments

DON'T single out an individual negatively.

DON'T write anything that might expose RAC volunteers to possible legal action.

DON'T opine against RAC policies or positions -- Section News isn't the appropriate vehicle.

DON'T write anything that might impair RAC efforts at the national level in legal, regulatory or public opinion areas.

DON'T criticize your members, or those of other organizations.

DON'T clutter the column with monthly net and appointment listings. Instead list some nets every few months, and rotate through some of the appointments every month.

Some additional suggestions due to the publication lead-time for the Section News column:

DON'T list individuals who are ill, as the publication lead time makes those mentions problematic

DO include Christmas and New Year's greetings in your November 10 column submission

DO include mention of Field Day in your May 10 column submission

## 5.4.2 Section News Format

After you have determined what material to include in your Section News column, you must next put it into the proper format for submission. The use of word processor computer software to prepare your column has become almost essential. Double space, upper and lower case, and make sure that you put your name, callsign, and Section name on the top of each page! Use only abbreviations that are understandable to all the amateur community. Submit by e-mail attachment.

## 5.5 Traffic Handling Summary

At the end of each month, your Section's traffic handlers will send their Station Activities Reports (SARs) to the STM for your traffic handling summary part of the Section News column. These traffic counts are usually listed at the end of your Section News column. Printing these statistics helps to recognize the public service contributions made by participants in the traffic-handling program. Listing is not limited to those holding Field Organization appointments (such as Official Relay Station appointments), but reporting monthly activity is a requirement of those who do hold that appointment.

Your traffic-handling summary should be prepared and submitted with the rest of your Section News. Make certain that you note your Section's name at the top of each traffic-handling summary page.

The report is organized so that the station with the largest traffic count is listed at the top of each page, and the station with the smallest traffic count at the bottom. You may use multiple pages if you have more SARs than will fit on one page.

If a station's traffic totals for the month qualify him for Brass Pounder's League (a total count greater than or equal to 500, or a sum of originations and deliveries greater than or equal to 100), then the count for each of the four categories (originated, received, sent, and delivered) must be listed in the proper columns, along with the callsign and the total. For more

3. The Station Activity Reports (SAR) – prepared by the STM
  4. The Section Net Reports (Summary of net activities) prepared by STM
  5. The Section Brass Pounders (BPL) Summaries – prepared by the STM
  6. The Section's Public Service Honor Roll (PSHR) Summaries – prepared by the STM
- The form and content for these reports will be discussed in sections 5.4 through 5.6

Since the content of these reports will be used in preparing TCA for publication, a deadline of the 10th of the month must be observed to guarantee that your reports will be included in published results. In the months between TCA publication, the information is posted on the RAC web site and is then merged with the material arriving the following month for the two-month TCA column. Even in the "off-months" the 10th of the month deadline allows the TCA editor to assemble the material and post it together on the web site. This deadline is for material at RAC HQ in proper format by e-mail enclosure (text) or attachment (word processor format). Contact the VP-Field Services for more information.

You should retain a copy of all reports submitted for your files. Hard copies maintained in a notebook or on disk often form a major part of your Section's permanent records, and can prove to be a valuable resource to your successor as well.

## **5.4 Section News**

In each issue of TCA, the Section Manager has an opportunity to reach thousands of members of RAC with news of his Section. You should recognize the tremendous opportunity that this presents to:

1. recognize the significant contributions of amateurs in your Section,
2. make every member feel that he is an integral part of the RAC organization, which he certainly is,
3. seek input from the amateur community concerning the operation of RAC programs,
4. announce significant upcoming events in the Section (hamfests, conventions, repeater coordinator meetings, etc.)
5. familiarize the amateur community with Section programs in which they may choose to participate, and document the progress of these programs in your Section.

The content of your column (within the constraints of your allocated space) is very much up to you, the Section Manager. The editor will not normally alter the contents of your column. Section 5.4.1 discusses the issues involved in determining what information to include in your column. Section 5.4.2 discusses what form your column should be in, and how to prepare it for submission.

### **5.4.1 Section News Content**

Your Section News column represents an important space in TCA. Properly prepared, a single month's column can help to create a spirit of accomplishment and esprit-de-corps within the Section's Field Organization. Gathering news and writing a report can be one of the Section Manager's biggest challenges. This is a process that can be pursued a little each day.

How can you achieve the best results from your limited column space? You might try to think like an advertiser. Who is your target audience? RAC members in your Section, and the readers everywhere have an opportunity to learn what is happening in your Section and to benefit from your ideas. As the author of your column, you should keep the wider audience in mind, but you should also try to include items from all corners of your Section.

Try to focus your report on one or two specific issues, activities, or news items. This will provide the opportunity to expand not only your own ideas, but also those of others in your Section. By selecting fewer subjects to report on, you will be able to present a more thorough report with better continuity.

Conserve your precious allocation of TCA space by making use of previous Section News columns. By printing net time and frequency listings or Section leadership appointees only every few months, for example, you will be able to use available space for more late-breaking news and detailed information. Avoid over dependence on statistics -- they are usually dry reading and are only of interest to a small number of your readers. Avoid overdoing lists of call signs for the same reason.

A good way to learn what works and what fails in Section News is to review the columns of other Section Managers. You can quickly determine what types of information and writing techniques hold your interest, and what causes you to quickly skip over the entire column. Reading these columns is also a good way to benefit from the ideas and successful programs which have been proven in other Sections, and which can be put to good use in your own Section.

So, where do you get the information for use in your Section News column? You should gather information for the column throughout the month so that you will be able to select the best items from among all of the activities in your Section. Your first source should be the members of your Section cabinet, those leadership appointees who are closest to the Section level programs. Ask them for a monthly report by mail, radiogram, or packet, and encourage them to use the TCA allocation to recruit program participants and to report program activities to their participants.

Some of the most valuable sources of current information are the newsletters published by clubs in your Section, both affiliated and non-affiliated. Most clubs will be glad to add you to their mailing lists on request.

## **5 - Paperwork, Record Keeping And Reporting**

### **5.1 The Paperwork Jungle**

Ask any Section Manager what surprised him most when he assumed his new office, and chances are that he will mention the quantity of paperwork involved, in the form of correspondence, reports, appointments, certificates, and awards.

Even in the largest Sections, however, the load is not so large as to be particularly cumbersome or odious. It is important that you understand fully what is expected of you, and that you work to prevent getting too far behind in completing necessary paperwork.

The time needed at the beginning of the month to complete the required monthly reports will range from a half hour for the smallest Sections to a couple of hours in the largest Sections. Your correspondence load will vary, and will depend upon the size of your Section, the relative activity or inactivity of amateurs in your Section, your ability and willingness to delegate authority to your Section level leadership appointees, and your interest in personally pursuing special projects or contacts.

The following sections will describe in detail each type of report and the types of paperwork that you will encounter as Section Manager.

### **5.2 The Importance Of Correspondence**

As Section Manager, you represent the RAC members in your Section; to others, you are RAC. You should expect to engage in nearly-constant correspondence with amateurs and non-amateurs in your Section regarding each and every RAC Section level program under your supervision. Some of the letters that you will receive concern subjects outside of your ability to answer, but will nonetheless need to be acknowledged and referred to the proper person for response. You will exchange information with RAC Headquarters, your regional Director, your Section level cabinet, other Section Managers, and even non-amateurs who may be officials of served agencies or of government entities. It's easy to get buried under the ever-growing pile of correspondence!

There are many opportunities to represent RAC using your correspondence to Section members. You may congratulate contest winners, recent awards or upgrades to DXCC in your Section., etc. You may send a letter of condolence to the family of a Silent Key who has been active or contributed to the Field Organization in the past. Don't forget to welcome new Section Managers and to offer your assistance in matters of common interest. Where practical, your congratulations may be via the National Traffic System, as this is a good opportunity to exercise your Section traffic handlers.

The importance of your correspondence with others cannot be overestimated. If you fail to respond to a letter or e-mail, it is RAC that is labeled as unresponsive. If you write a letter that is insulting or abusive, it is RAC that suffers. If you express an opinion in a response, it may be incorrectly interpreted as RAC policy. If you attempt to respond to questions that are outside of your areas of responsibility or expertise, it is RAC that is labeled "uninformed".

The following guidelines will help you in coping with correspondence:

1. Respond promptly to each communication, even if it means giving only an acknowledgment or a partial answer. Some Section Managers use an NTS radiogram to acknowledge receipt of a letter (e.g. ARL FIFTY THREE LETTER) until a response can be completely drafted.
2. Respond only to matters within your responsibility and expertise; refer other questions to those qualified to give authoritative answers (often your Regional Director or someone at RAC HQ.)
3. Refrain from expressing personal opinion in your correspondence unless it is clearly identified as such. RAC policy is set by the RAC Board of Directors; Section Managers should avoid situations where their personal opinion may be interpreted as official RAC policy.
4. Make your correspondence brief, polite, clear and businesslike; the writer wants an answer, not a dissertation!
5. Use RAC letterhead, or create your own Section Manager letterhead using your word processor software.
6. Neatness counts. Use a word processor if you can, but at least strive to make all correspondence neat and readable.
7. Keep your Regional Director informed. If your response to a letter involves an interesting idea or a matter of policy, send a copy to your Director for his information. If in doubt, send a copy to him.

### **5.3 Summary of Required Section Manager Reports**

All Section Managers prepare (or supervise the preparation of) and submit monthly reports for publication in TCA or for use in compiling statistics which are then reported in TCA and on the web site. These reports are:

1. The Section Manager's Section News column.
2. The Section Emergency Coordinator's monthly reports – prepared by the SEC

### 4.5.3 Renewing Appointments

At two-year intervals, every Field Organization appointment should be reviewed and their certificate re-issued if the appointment is to remain in effect. It is important that you verify at frequent intervals that those holding appointments are still actively meeting the requirements of the positions. Those appointees who remain active should have their appointments renewed for another two year term. Those who are no longer active should have their appointments canceled. Cancellation of appointments is discussed in section 4.5.4. When an appointment requires renewal, send another FSD-211-R form to the VP-FS, as a new certificate must be issued with a new two-year appointment expiry date. In the past a system of endorsement stickers was used, but that has not been the practice within RAC. ARRL is also dropping that in favour of a new certificate.

Renewal time is an excellent time to thank the appointee for their commitment and activity in the preceding two years, and to offer your services in the next two. Appointees are the volunteers that make the programs in your Section work; they run on a hybrid fuel of inner satisfaction for the contributions made, as well as occasional recognition for a job well-done.

### 4.5.4 Canceling Appointments

A number of circumstances may necessitate cancellation of an appointment. Periodically, a good manager will review the appointment file and will identify those appointees who have failed to remain active and/or who have failed to send monthly reports for three consecutive months. Sometimes an appointee will fail to rejoin RAC (RAC membership is a requirement for all Field Organization appointments). Occasionally an appointee will feel that he can no longer satisfactorily fulfill his or her responsibilities and will request that you cancel the appointment. Appointees may move out of the Section, or they may become Silent Keys.

It is important to note that the VP-FS will never cancel one of your Field Organization appointments. If any appointee's RAC membership is allowed to expire, you will be requested to submit a cancellation FSD-211-R, but the appointment will remain on file until you do. Please don't abuse the process by delaying action.

Before canceling any appointment, you should make an effort to determine that cancellation is necessary and that it is in the best interest of RAC and your Section. Occasionally an appointee may become temporarily inactive due to illness, job responsibilities, other Amateur Radio activities, or for other good personal reasons. You should communicate with any appointees who are being considered for cancellation, explaining that you are considering cancellation, reminding them of their appointment obligations, and asking their plans for future activity. In almost every case, cancellation should be a mutually agreed-upon step; this prevents hard feelings and the possible loss of a valuable volunteer!

Dead wood inevitably accumulates in any volunteer-staffed organization, and some cancellations will be necessary. In the end, your judgment will serve you best. You should notify the appointee that you are canceling the appointment, and you should explain the reason(s) why. If done tactfully, the door can be left open for future activity if interest is rekindled or circumstances change for the appointee. If the appointee had records or supplies which belong to the Section (as would an Emergency Coordinator or Net Manager for example), ask him or her to forward the material to you or to another individual that you designate.

To cancel an appointment, complete an FSD-211-R form for the VP-FS, marking the cancellation block. Note the reason or reasons on the appropriate line on both the VP-FS copy and the appointee's record in your file. Move the appointee's form to a separate section of your Section appointment file for future reference, and forward the VP-FS copy.

lists match. If an appointee is not recorded on the RAC computerized list, he will not receive any mailings from RAC, nor will he/she receive the password required for download of documents such as the RAC Emergency Coordinator's Manual. If he or she is not in your file, you will have an incomplete record of your Section's valuable resources. Worse, much-needed supplies may be denied to an appointee who is otherwise qualified and anxious to perform his function.

You can also check that an appointee has not allowed his membership in RAC to lapse, using the current RAC membership list which is available on the RAC web site. Continued membership in RAC is one of the requirements for holding any Field Organization appointment; you should therefore encourage the appointee to rejoin RAC or you should cancel his appointments. In general, amateurs who seek Field Organization appointments are among the most active and concerned individuals in our hobby, and the lapsed membership is due to a simple oversight which can be corrected with a reminder. Those on the expired list will continue to receive RAC Field Organization mailings until you formally cancel their appointments.

#### 4.5.1 Recruiting Appointees

How do you and your section level leadership appointees locate and recruit individuals who are interested in holding RAC Field Organization appointments? Normally, you should start by looking for those amateurs who are already providing services in the mainstream of amateur activity. Look in the traffic nets for those who might become Official Relay Stations, search the ARES organizations for those who might become Emergency Coordinators, visit radio clubs to look for those who might become Official Bulletin Stations. Wherever amateurs are active, there are qualified candidates for Field Organization appointments!

Much of the task of recruiting appointees lies in educating the amateur community about the RAC programs in your Section. You can do this by discussing them at club meetings, at hamfests, on-the-air (as in traffic nets and on repeaters), and in your correspondence. Don't ignore club newsletters; their editors almost always welcome articles to help fill out the pages.

When someone asks you for more information, you can provide them with an appointment application form. The RAC Operating Manual contains detailed descriptions of the qualifications for each appointment, as does the application form, FSD-187. If you mail an application form to a prospective appointee, include several additional copies; active amateurs usually have several friends who are similarly involved and who may also be interested in serving as appointees.

Prospective appointees are everywhere; harvesting them is a job that you and your leadership appointees can do by publicizing the RAC programs in your Section.

#### 4.5.2 Issuing Appointments

After you receive an application for a Field Organization appointment, the following steps must be taken in order to make the appointment:

1. Verify that the applicant meets the requirements for the appointment as listed on form FSD-187.
2. Complete two identical copies of form FSD-211-R, one for Submission to the RAC FSM and the second for your Section records. A third copy (usually accompanied by the FSD-187 application) may be forwarded to the section level leadership appointee responsible for the appropriate program.
3. The VP-FS will type and sign the appropriate certificate for the appointee, prepare a cover letter to the applicant, and mail the certificate to the appointing official for presentation to the candidate – in person, or by mail, but always under cover of an appointment letter.

Form FSD-211-R is used to issue and cancel appointments of all kinds, including appointments of your section level leadership appointees. It is also a convenient form for use in maintaining your Section's appointments file.

When completing an FSD-211-R, type or print neatly all required information. The name, call and address should exactly match the applicant's TCA mailing label, since his membership will be verified prior to the VP-FS adding him to the computerized record of your appointees. The appointment term should coincide with your SM term of office.

The "Special duties, areas covered, or reason for cancellation" line will normally be left blank, but may be useful to you for the FSD-211-R records kept in your Section files (e.g. to record an Emergency Coordinator's area of coverage, a Net Manager's net, etc.)

Can a person hold more than one Field Organization appointment? Yes, in fact it is common practice for amateurs active in the Field Organization to be active in more than one program at the Section level. There are no exclusive leadership or station appointments, so anyone who is qualified for a particular appointment may hold it. The only possible problem is the occasional instance when an individual is spreading themselves too thinly, taking on too many responsibilities. In those instances, the SM must be sensitive to the greater needs of the overall Field Organization in his Section.

by the Section Manager to manage traffic handling programs at the Section level. This involves the coordination of all traffic nets, both National Traffic System (NTS) nets and independents. The STM establishes or maintains routings within the Section and liaison with other nets to effect an orderly and efficient traffic flow into, out of, and within the Section.

The Section Traffic Manager works with Net Manager (NM) appointees. You may choose to delegate to the STM the authority to issue and cancel NM and Official Relay Station (ORS) appointments, as well as the responsibility for collecting and consolidating the monthly individual traffic, BPL and PSHR reports for your monthly "Section News" column in TCA. (See section 5.5, "Traffic Handling Summary," for details.)

The STM should be familiar with traffic handling procedures on two or more modes, and should be interested in promoting them ALL. He should not be so firmly entrenched in any single net or any particular mode that he cannot effectively respond to the overall traffic system needs within the Section.

The STM should cooperate and coordinate with the Section Emergency Coordinator (SEC) so that traffic nets and emergency nets in the Section present a unified public service front, particularly in the proper routing of Welfare traffic in emergency or disaster situations.

At the end of each month, the STM collects reports from each Local and Section Net and submits a consolidated report to The SM for use in TCA.

The duties and qualifications for the Section Traffic are covered in the Section Traffic Manager position description. The STM should also be thoroughly familiar with documents FDS-1, "Guidelines for Net Managers," and FSD-235, the "Public Service Communications Manual."

#### **4.4.4 Bulletin Manager (BM)**

The Bulletin Manager (BM) is responsible for recruiting and supervising a team of Official Bulletin Stations (OBS) in the Section. If you choose, you may delegate to the Bulletin Manager authority to issue, renew and cancel OBS appointments. The goal of the Section bulletin system is to keep Amateurs advised of news and information which affect our hobby, so it is important to build a network of stations who can spread information to all corners of the Section.

Neither e-mail nor packet bulletins reach a high percentage of the Canadian amateur population. The relaying of bulletins on phone and CW nets is essential. Ideally, at least one OBS appointee should be recruited for each of the Section's traffic nets (Local and Section level), for each of the major repeaters in the Section, and for any "Bulletin Board Systems" in the Section. The Bulletin Manager should work with the Section Traffic Manager (STM), the Section Emergency Coordinator (SEC), and the Director's Affiliated Club Coordinators (ACCs), to seek potential OBS appointees from among the participants of those programs.

Information for bulletins distributed to OBS appointees may come from many sources, including (but not limited to) RAC bulletins transmitted by e-mail or packet in both official languages. In some cases, the BM may need to retransmit RAC bulletins to OBS appointees who are unable to copy them directly.

Other sources of bulletin information that is specific to that Section may be the Section Manager, other Section-level leadership appointees, and the Regional Director.

The BM should establish close contact with these sources to maintain an organized and unified information flow within the Section. The BM should be capable of taking the raw information given to him from these sources and placing it into a short, accurate, and interesting form for use as a bulletin.

The duties and qualifications for the Bulletin Manager appointment are specified in the RAC Bulletin Manager Official Position Description.

#### **4.4.5 Official Observer Coordinator (OOC)**

The Official Observer Coordinator (OOC) is responsible for recruiting and supervising a team of Official Observers (OO) in the Section. If you choose, you may delegate to the OOC the authority to issue, renew and cancel OO appointments. The objective of the Official Observer program is to encourage good signal quality and courteous operating practice. Official Observers can send by mail Good Operator Notices or Advisory Notices, as applicable. The wording of these notices is carefully selected to emphasize the positive. The Official Observer program has no enforcement association.

The duties and qualifications for the Official Observer Coordinator are specified in the RAC Official Observer Coordinator Official Appointment Description.

### **4.5 Field Organization Appointments**

Each month, you should compare the list of appointments in your Section with your own records to verify that the two

Because of the long delays between the time you prepare each column and its appearance in TCA, this technique should not be your primary way of recruiting appropriate individuals for leadership positions.

#### **4.4 The Cabinet Positions**

The complete, formal position descriptions of the qualifications and duties of each Section-level leadership position are published as individual documents, which are provided by the VP-FS. Please keep Appendix A updated with the latest versions

Each of your Section-level leadership appointees must be RAC full members and must hold the appropriate qualifications for any required on-air activities. The sections that follow will briefly discuss the function of each appointee and some considerations to be noted when recruiting for each position. Since the activities within the leadership team often overlap, it is important to ensure that there is good communication and cooperation among the leadership officials in your Section.

##### **4.4.1 Assistant Section Manager (ASM)**

The Assistant Section Manager (ASM) is an RAC Section-level official appointed by the Section Manager in addition to the SM's other Section-level assistants. An ASM may be appointed if the Section Manager believes such appointment is desirable to meet the goals of the RAC Field Organization in that Section. Thus, the ASM is appointed at the complete discretion of the Section Manager, and serves at the pleasure of the Section Manager.

The ASM may serve as a general or specialized assistant to the Section Manager. That is, the ASM may assist the Section Manager with general leadership matters as the Section Manager's understudy, or the ASM may be assigned to handle a specific important function not within the scope of the duties of the Section Manager's eight assistants. The Section Manager may designate more than one Assistant Section Manager.

At the Section Manager's discretion, the ASM may be designated as the recommended successor to the incumbent Section Manager, in case the Section Manager resigns or is otherwise unable to finish the term of office. Note that this designation is not automatic; vacancies are filled by the VP - Field Services, upon recommendation of the Director, if required.

The duties and qualifications for the Assistant Section Manager appointment are specified in the position description for that position.

##### **4.4.2 Section Emergency Coordinator (SEC)**

The Section Emergency Coordinator (SEC) is, in effect, the assistant Section Manager for emergency preparedness and is appointed by the SM to supervise all matters pertaining to emergency communications and the Amateur Radio Emergency Service (ARES) on a Section-wide basis. If a Section-wide emergency plan does not exist, the SEC should work with the SM, STM, and other Section leadership officials to develop one which makes effective use of the resources of the Section. The SEC acts as the Section Manager's advisor on all matters relating to public service emergency communications. He promotes ARES membership throughout the Section, and encourages amateurs to participate in training and public service activities.

The SEC post is one of top importance in the Section, and the individual chosen to undertake these responsibilities should be someone who will devote all possible energy and effort to this one important and challenging organizational program for Amateur Radio.

The most important function of the SEC is recruiting and supervising a team of District Emergency Coordinators (DECs) and/or Emergency Coordinator (EC) appointees to manage regional or local ARES organizations. If you choose, you may delegate to the SEC the authority to issue and cancel DEC, and EC appointments.

The SEC should coordinate his program with the Section Traffic Manager (STM) so that the emergency nets and traffic nets in the Section present a unified public service front, particularly in the routing of Welfare traffic in emergency situations.

The SEC maintains contact with other communication services and liaises at the Section level with all agencies served in the public interest, particularly in connection with provincial and local government, and the Canadian Red Cross.

The SEC collects and consolidates DEC and EC monthly reports, and submits a monthly progress summary to the SM. This includes the timely reporting of emergency and public service communications rendered in the Section for inclusion in TCA.

The duties and qualifications for the Section Emergency Coordinator appointment are specified in the RAC Section Emergency Coordinator position description. The SEC should also be thoroughly familiar with position descriptions for the District Emergency Coordinator and Emergency Coordinator, the "RAC Emergency Coordinator's Manual", the RAC ARES Instructor's Manual and the ARRL "Public Service Communications Manual".

##### **4.4.3 Section Traffic Manager (STM)**

The Section Traffic Manager, (STM) is, in effect, the assistant Section Manager for traffic handling, and is appointed

## **4 The Section Cabinet and Section Appointments**

### **4.1 Introduction To The Section Cabinet**

Recognizing that the management of Section programs will require more effort than any one individual could effectively provide, and knowing that a wise manager delegates authority, you are encouraged to entrust the responsibility for the day-to-day operation of your three Section-level programs to a team of three Section-level leadership appointees. Collectively, your leadership team may be referred to as your "Section Cabinet".

The appointees and the programs that they administer are:

Section Emergency Coordinator (SEC)	Amateur Radio Emergency Service (ARES) - Emergency Communications
Section Traffic Manager (STM)	National Traffic System (NTS) - Formal Message Traffic Handling
Bulletin Manager (BM)	Initiation and Distribution of On-The-Air Bulletins
Official Observer Coordinator	Recruiting and coordination of Official Observers

While these lieutenants will each handle the day-to-day matters in their respective programs, the SM retains overall responsibility to see that these programs are operating effectively and in accordance with RAC policy.

The RAC Board of Directors authorized an additional Section-level leadership position, that of the Assistant Section Manager (ASM), to be appointed at the discretion of the SM, to serve as a generalized or specialized assistant as the SM sees fit. Whether to appoint one or more ASMs, and how you use the ASM position is left to each individual Section Manager.

### **4.2 The Importance of Leadership Appointments**

The success and vitality of your Section's programs will depend, in very large part, upon the quality of the individuals that you select to manage these programs. Recruiting and appointing the members of your Section Cabinet may well be the most important function that you perform during your tenure as SM.

Once appointed and functioning, your leadership appointees will work with amateurs and non-amateurs in your Section as the representatives of the program. They will maintain correspondence with RAC Headquarters and with other leadership and station appointees. They will be entrusted with RAC membership funds (in the form of expense reimbursements from the Section budget) and with supplies purchased by RAC. They may represent you at club meetings or hamfests or in meetings with officials of served agencies or municipal or provincial government entities.

By delegating the responsibility for a program to an individual who is dedicated to that program and skilled in the area served, you take best advantage of the resources of your Section while insuring that the goals of the RAC are met.

Each member of your Section Cabinet serves at your pleasure. If any leadership appointee fails to perform his duties satisfactorily, it is your responsibility to review the problems with that individual and to get him or her "on-track". If he/she is unable or unwilling to make necessary changes, then you must replace them with someone who can successfully administer the Section program. Remember, you are ultimately responsible for the operation of your Section's programs!

### **4.3 How To Select Your Section Cabinet Appointees**

The effort required in identifying and recruiting qualified individuals for your Section Cabinet will vary from Section to Section. For some SMs, the choices will be obvious and simple; for others, leadership positions may go unfilled for some period of time. Ultimately, you may choose to retain the responsibilities of one or more programs yourself, but in general it is best to spend the extra effort required to recruit a leadership appointee and to delegate the program management to them.

The most obvious candidates for your cabinet are those individuals with experience in those leadership positions - your predecessor's appointees. If they have been doing the job satisfactorily and if they are interested in continuing, the Amateur community will benefit from the continuity in program leadership. You should consult with your predecessor, if possible and with participants in the programs administered by each appointee for their evaluations of the appointee's effectiveness.

If you find that you must fill one or more leadership positions in your Cabinet with new appointees, your predecessor and active program participants are your best source of recommendations. They know first-hand what skills are required to properly administer the program, and they should have a keen interest in seeing the most qualified individual appointed.

Another source of recommendations may be the leadership of your Section's Affiliated Clubs, who are familiar with the most qualified individuals in their areas. A letter to each club may uncover a wealth of willing talent! Be certain, also, to inquire of your RAC Regional Director; he may well know of sources of expertise that are merely waiting to be tapped.

Your Section's system of Official Bulletin Stations (OBS) can be used to extend your search into the Section's traffic nets, repeaters, and packet bulletin board systems, reaching into every corner of the Section.

You are generally interested in filling each Cabinet position quickly, but if your search is unsuccessful for an extended period of time you may use your regular "Section News" column in TCA to solicit volunteers or recommendations.

### **3.5 Interfacing With Non-RAC Amateur Programs**

There are a number of Amateur Radio groups, not sponsored or directly affiliated with the RAC, which are nonetheless an integral part of Amateur Radio's public service efforts. Some of these organizations are the repeater coordinating bodies, and the independent traffic nets. In some cases these programs overlap the function of your Section's programs: in other cases they supplement or complement them. In each case, it's important that you recognize their existence and include them in the plans that you develop for your Section.

To do this, you (or an appropriate leadership appointee) should establish contact with those in leadership positions in such organizations and express your interest in cooperating toward the mutual goals of RAC and their organization. You may need to emphasize that you are not attempting to tell them how to operate their programs; they may not be accustomed to suggestions or understand that it is almost always in the best interest of all involved to cooperate fully with each other.

It is important to remember that an Amateur Radio public service program is not less valuable to the amateur or non-amateur community just because it is not sponsored by the RAC. In some areas, strong local public service groups have developed (often from within local Amateur Radio clubs) in the absence of ARES, to fill a need. Public service is public service, whoever the sponsor, and it benefits our hobby as a whole, whenever amateurs organize themselves in the public interest.

As an example of a possible area of cooperation, perhaps the CANWARN organization in a portion of your Section needs additional spotters to effectively perform their task. Additional amateurs might be available from the local ARES group if they were only encouraged a little to participate by their Emergency Coordinator. In return, ARES might recruit several new members from among the weather spotting organization and perhaps gain access to an additional repeater when needed.

### **3.6 Working with the Regional Director**

Your regional Director always welcomes your input at any time. Often, valuable suggestions are made at club meetings or hamfests which you should pass on to the Director for his or her consideration. Each Section Manager has direct access to RAC's policy-making activities through communication with the Director.

### **3.7 Juggling SM Duties With Job And Family**

When you were elected to serve as an official of RAC, you accepted important responsibilities for the RAC programs in your Section, and agreed to carry out these responsibilities to the best of your ability. How much time you need to allocate to your RAC functions will be determined by your willingness and ability to delegate authority to your Section-level leadership appointees, the size of your Section, and the current state of your Section's programs.

At the same time, you never agreed to dedicate your life single-mindedly to the SM responsibilities! Every Section Manager has a multitude of responsibilities and commitments that compete for his or her time. The typical SM has a family, a home, friends, a job and -- as incredible as it may seem -- other hobbies to help fill his/her calendar. Yes these may in fact be assigned a greater priority than RAC duties. Each Section Manager must decide how to divide the available time, and must determine whether they are able to allocate sufficient time to the SM job to serve the interests of RAC in that Section. In some cases you may find that you need to delegate additional authority to your leadership appointees; in extreme cases you may need to consider resignation in order to allow someone with sufficient time to assume the SM post.

If you find yourself unable to meet the time requirements of your position, contact the VP-Field Services or your Regional Director to discuss possible solutions.

## **3 The Role of the Section Manager**

### **3.1 Section Manager Position Description**

The RAC FSM has provided you with the official RAC Section Manager Position Description, as adopted by the RAC Board of Directors. That document is the principal document that sets forth your responsibilities and authorities.

### **3.2 Administration of RAC Programs**

As Section Manager, you are ultimately responsible for the successful operation of RAC programs in your Section. These programs include emergency and public service communications (ARES), formal message traffic in the standard NTS format (NTS), and on-air official bulletin dissemination. While you will be appointing a Section-level leadership appointee to handle the day-to-day operation of these programs (see Section 4 - "The Section Cabinet and Section Programs"), you bear the overall responsibility for the programs.

If you choose your Section Cabinet carefully and place qualified, motivated, and active individuals in the leadership positions, then your personal involvement in the programs will be minimal. In an ideal case, you will need only to keep current on the progress of the programs and to provide coordination between programs as needed.

It is important that you remain aware of the activity in each of your Section's RAC programs so that you can see possible problems as they develop. In some cases you will need to play an active part in guaranteeing that Section-level programs are operating effectively and in accordance with RAC policy, providing guidance or assistance. In some extreme cases, you may find it necessary to replace a leadership appointee, due to his inability or unwillingness to manage his program properly. (No one ever said that the SM job is always an easy one!)

How you are judged as a Section Manager will be determined largely by how effectively your Section's RAC programs operate to benefit the Amateurs and non-Amateurs of your Section. It is important that you *manage* your Section!

### **3.3 Guidelines For The Conduct of RAC Section Managers**

As an elected Section Manager of Radio Amateurs of Canada, you are responsible to the members in your Section for the effective operation of its Field Organization. Your selection of Section level assistants, the manner in which you supervise their activities, and how you conduct your relations with members will influence not only how those members feel about you, but to a considerable extent will influence how they feel about RAC itself.

As great as your responsibility to your Section membership may be, because of your position as a highly visible elected official of the organization you have at least as great a responsibility to RAC itself. Your actions can affect the reputation of the organization outside your Section - not only in Canada but throughout the world. For that reason, while you do not have as direct a role in the development of RAC policy as do the RAC officers and Directors, many of the same considerations apply to you as to them as regards ethical conduct and contacts with officials of the Federal Government.

### **3.4 Contacts with Federal Government Officials**

Policies adopted by the Board govern the functioning of the Vice President Government Affairs and the RAC Honorary Counsel, and provide for their oversight by the President in their contacts with Federal entities. The First Vice President is responsible to the President for contacts made by staff in the performance of their duties. From time to time, assignments involving Federal government contact may be made by the Board to individuals or to Ad Hoc Committees, task groups or task forces; in such cases, the extent of contact authorized will be determined by the terms of reference.

It is important for the policies of the Board to be communicated to Federal government personnel in a consistent manner, and for the RAC to present a position of unity at all times. Accordingly, the only contact with Industry Canada parliamentary, or other Federal government personnel which involves, or could be construed to involve, RAC or amateur radio policy matters, shall be as outlined above.

Board policy prohibits the filing of individual comments to Industry Canada by members of the Board, either on their own behalf or on behalf of other organizations. Unlike members of the Board, however, Section Managers do not have a direct role in the formulation of RAC policy on Industry Canada matters, and it would be an inappropriate curtailment of your freedom of speech to insist that this prohibition apply to Section Managers. On the other hand, a clear distinction must be made between your statements as an official of RAC and the expression of your individual opinion. Accordingly, the use of RAC stationery for the filing of such comments is prohibited, as is any reference to your position as an RAC official.

Nothing in this policy should be construed as prohibiting you from working directly with government officials in the normal course of your duties, especially in a disaster communications situation.

In order to smooth the inevitable transition, you must strive to keep the records of your Section in good order throughout your term(s). These records will include your Section's appointment records, financial records, significant correspondence, and anything that may prove to be of historical value to your successor or his successors. These records, along with leftover supplies (stamps, certificates, forms, etc.) will be transferred to your successor at the beginning of their term. However, you should take some time to discard all extraneous material from the files – obsolete documents and records. If in doubt, retain.

A word about the transferability of records in the computer age: most SMs are now keeping their records on personal computers, and this trend will undoubtedly continue. Remember, however, that there is a multitude of incompatible computers and software format, and that the next SM may be unable to read your disks. In general, you should assume that the use of a computer during your term is for your benefit, and you should maintain an up-to-date set of records in hard-copy form (on cards, paper, etc.). Appointment records (typically FSD-211-R forms) can be easily maintained by anyone with a pencil, pen, or typewriter.

We hope that the end of your term(s) as Section Manager will not end your involvement with the guidance and operation of RAC. Those who take on the duties and responsibilities of the SM post -- and carry them through -- are people who are motivated by a desire to serve Amateur Radio and the goals of RAC. A term as SM should heighten, not diminish that desire!

Perhaps you will choose to run for a position representing your region as Director. Perhaps you will assist your successor by serving as one of his section-level leadership appointees. Perhaps you will continue as an Assistant Director, appointed by your Director to represent RAC in working with clubs while providing him with your valued opinion. The talents and expertise that you have developed during your term(s) make you a valued resource that should continue to serve both RAC and Canadian Amateur Radio as a whole.

If your term is ending, you should know that you have helped to continue a tradition of volunteer service through the RAC Field Organization. After you rest up a bit from the paperwork, be ready to jump back in and continue your active involvement!

background on why each was appointed and what they have been doing. Each of those appointments expires with the election of a new SM, but you may wish to renew some or all of them. This will require a new certificate for each.

While you may delegate the appointment function to your Section-level leadership appointees (e.g., ORS appointments may be issued by the STM, EC and DEC appointments may be issued by the SEC, etc.), it is still important that you, as Section Manager, retain accurate records of your Section's appointees.

Every month or so you should check the RAC web site listing of all appointees in your Section. You should always check those listings against your own appointee file. It is very important that the records in the RAC computer and those in your file match! If the RAC record is missing or incorrect, the appointee will not receive mailings from RAC. If your file is not accurate, you may be unaware of a need to make or cancel an appointment when it is due, and you will not have a dependable source of information when you need to locate a resource in the Section. Worse, if the records are not correct, an appointee could easily be denied supplies from the VP-FS that are needed to perform his functions.

Details concerning the issuance and maintenance of Field Organization appointments may be found in Section 5.8.

## **2.6 Recruiting and Appointing Your Section-Level Leadership Appointees**

The most important function of the Section Manager is the selection of his Section-level Leadership Officials - the lieutenants who will directly administer the specialized programs of RAC in the Section. The appointments and the programs that they administer are listed below:

<u>LEADERSHIP APPOINTEE</u>	<u>PROGRAM</u>
Assistant Section Manager (ASM)	Generalized/Specialized Assistance
Section Emergency Coordinator (SEC)	Amateur Radio Emergency Service (ARES) - Emergency Communications
Section Traffic Manager (STM)	National Traffic System (NTS) - Formal Message Traffic Handling
Bulletin Manager (BM)	Initiation and Distribution of On-The-Air Bulletins
Official Observer Coordinator (OOC)	Recruits and coordinates activities of Official Observers

### *Important Note:*

*In the United States, ARRL has several other functions within the Field Organization and reporting to the Section Manager. Among these are a number of administrative positions that are part of the ARRL Field Organization, including the Affiliated Club Coordinator, Public Information Coordinator, Technical Coordinator and Government Liaison. The RAC Board of Directors has decided to retain the Affiliated Club Coordinator function under the Regional Director, as the relations with regional clubs has always been a Regional Director or Assistant Director function in RAC. In future, the other administrative functions (PIC, TC, and GL) may also be implemented under the Regional Director and at the discretion of the Director.*

Your key appointees should be carefully selected. They must be qualified and motivated to head up their program if the Section is to benefit. You may delegate a great deal of authority to these appointees, thereby making your Section organization more efficient -- (and lightening your workload!) The success of your term as Section Manager will be judged, in a very great part, on the quality of the leadership team that you assemble.

You should not rush into making these appointments, but give consideration of them high priority at the beginning of your term. Carefully review Section 4 for additional information about the responsibilities of each leadership appointee, and about how you might go about locating a team of qualified individuals.

## **2.7 Responsibilities At End Of Term**

During your term (or terms) as Section Manager, you will have acquired a great deal of knowledge about the Section-level programs of RAC in your Section, and about the people involved in them. As your successor begins his term, you are the best source of information, assistance, and reassurance. During the first few months of his/her term, you should make yourself available and give him/her the benefit of your expertise. Smoothing the transition between Section Managers is in the best interest of the RAC and of the members of your Section.

As you progress through your term(s) as SM, you should keep in mind the fact that nothing lasts forever. At some time the office will be transferred to a successor. This may occur at the end of a term (if you choose not to run for re-election or if you are defeated in an election),. It may also occur at some time before the end of your term (if you find yourself unable to continue or, in the worst case, you become a Silent Key).

You will have at least one month between the time of your election and the beginning of your term (more if you were elected without balloting), and you should use this time to prepare. The goal is to provide as much continuity as possible during the transition, so you should plan to "hit the ground running" when your term begins!

## **2.2 Learning The Section Manager's Job**

If you have questions which are not answered in this Manual, or in the other references, and which your predecessor cannot answer, feel free to call the RAC VP-FS. The VP-FS is there to support you and your programs at the Section level.

While we have attempted to put into writing as much as possible of the "nuts-and-bolts" of the Section Manager job, you will find that much is learned by doing. The learning process will not end after the first few months, or even after your first term as Section Manager. No one expects you to instinctively know all there is to know about the position, so relax and enjoy the learning experience!

## **2.3 Reviewing Inherited Supplies and Records**

When you assume the duties of the Section Manager at the beginning of your term, your predecessor should transfer to you (by mail or in person) all materials that belong to RAC. This will likely include office supplies, certificates, stamps, stationary, files, your staff and appointee guidelines, appointment applications, FSD forms by the dozens, and of course, correspondence. All of this may prove to be bulky; an active SM can accumulate a large quantity of material in a two year term, and the amount can be staggering if your predecessor held office for two or more terms!

Your first task is to sort through the materials, discarding everything obsolete or useless *but retaining everything of value*. Your judgment will come into play in determining the value of some items. In general, discard obsolete forms, certificates, Pamphlets, and so forth, if you know that there is a newer form or certificate to replace the discards.

The VP-FS will be sending you a sample of each form, handout, brochure or pamphlet that is available. You may compare these to the versions in your files to determine whether your stock is "up-to-date". Most RAC forms are marked with form numbers to identify them uniquely. All documents with a document number (e.g. FSD-124-R, etc.) will be marked with a revision date. This is the set of numbers in the parentheses following the document number on the bottom left of the document itself. For example Leadership Officials Requisition Form FSD-124-R may be marked: FSD-124-R(12/94)

This notation indicates that the form was revised in December (the twelfth month) of 1994. If you have forms indicating an earlier revision date, or which show "CD" rather than "FSD", or have no "- R" (for RAC) they are probably obsolete and should be discarded. If you are still unsure about some item after comparing current documents with your files, contact the outgoing SM for his advice or contact the RAC VP-FS for information.

Review copies of previous correspondence (for background), retaining anything significant and discarding everything else. It is best to retain anything of historical value.

## **2.4 Requisitioning Additional Supplies**

After you have become familiar with the supplies passed on to you and the sample forms sent to you by the VP-FS, you should requisition additional items as needed from the VP-FS. Form FSD-124 lists all of the available supplies, and is used to place your order. Compare the items on hand with those listed on FSD-124, and order any in short supply. These supplies are provided to you free of cost (they are not charged to your Section's budget), but use care not to overstock your files, since forms are periodically modified or superseded and you will be left with obsolete materials to discard. Each item costs RAC money to produce, and discarding excess obsolete items represents a waste for RAC. Try to maintain a reasonable stock level!

You should also attempt to anticipate your needs so that you will not be caught short waiting for supplies to arrive. The FSM occasionally gets bogged down and cannot fill all requests immediately; sometimes items are temporarily out of stock. The average delay from order to delivery is one month, and the delay can get considerably longer at busy times, or when extensive modifications to forms or documents are being effected. It is generally a good idea to review the status of your supplies each six months, and to order those needed. If some item ordered is out of stock, the remainder of your requisition will be shipped and the missing item(s) will be sent when available.

## **2.5 Reviewing the Section Appointment File**

One of the things that will be given to you by the outgoing Section Manager will be your Section's appointment file. This should contain a FSD-211-R form for each individual/station (ORS, OBS etc.) or leadership (SEC, STM, etc.) appointee in your Section. If possible, have the outgoing Section Manager review the appointments with you, so you are aware of the

## 2 – Transitions: Beginning or Ending Your Term as Section Manager

### 2.1 Section Manager Election Procedures

The procedures governing the election of Section Managers are defined in the *RAC Administration Manual*. A Section Manager is elected for a two-year term by the RAC full members of the Section. Section Manager terms for the RAC Sections are staggered in two-year cycles, as shown in Table 1.

**Table 1 - Section Manager Election Schedule**

The following process begins in odd-numbered years			
<u>Sections</u>	<u>Alberta</u>	<u>British Columbia</u>	<u>Maritimes</u> <u>(NB, NS &amp; PEI)</u>
Solicitation	January/February	May/June	September/October
Deadline for Petitions:*	March 10	July 10	November 10
Ballots out:*	April 1	Aug 1	December 1
Ballots in:*	May 20	Sep 20	January 20
New term begins:	July 1	Nov 1	Mar 1
The following process begins in even-numbered years			
<u>Sections</u>	<u>Manitoba,</u> <u>Newfoundland</u> <u>and Labrador</u>	<u>Quebec,</u> <u>Saskatchewan</u>	<u>Ontario</u>
Solicitation	January/February	May/June	September/October
Deadline for Petitions:*	March 10	July 10	November 10
Ballots out:*	April 1	Aug 1	December 1
Ballots in:*	May 20	Sep 20	January 20
New term begins:	July 1	Nov 1	Mar 1
* Actual dates will vary. If mailing date falls on a legal holiday or on a Saturday or Sunday, ballots will be mailed on the next business day.			

In order to be eligible to run for the office of Section Manager in any Section, a candidate must be a resident of that Section, a licensed amateur, and must have been a full member of RAC for a continuous term of at least two years immediately preceding the receipt of a nominating petition. Nomination is by petition of five or more RAC full members of the Section. You may not sign your own nominating petition. Where only a single valid nomination is received prior to the announced deadline, the nominee is declared elected without balloting. In the event that no valid nomination is received, the deadline is advanced and nominations resolicited in TCA six months later. In such cases the term is cut short by six months, and an SM is appointed for that Section by the RAC VP-FS, in consultation with the outgoing Section Manager and/or upon the recommendation of the Regional Director. An SM so appointed will serve until the normal end of that term, and must meet the normal qualification requirements.

It is customary for an incumbent SM to continue serving beyond his term's expiration if no valid nominations are received, until the office can be filled by resolicitation of nominations or by appointment. If the incumbent SM is unable or unwilling to "fill in", he should notify the RAC VP-FS so that an interim appointment can be made.

Announcements of election results will be given by bulletin and will be communicated to the nominees by mail.

After experiencing the first glow of satisfaction upon learning of your election, you will likely be hit by the realization that you know very little about what is expected of you as Section Manager. As with any new task, your first step should be to learn as much as possible about your new undertaking.

# 1 - Introduction to the RAC Section Manager's Survival Guide v1.2

## 1.1 Congratulations!

Congratulations on your election to serve as Section Manager (SM) of your Section – only one of eight in RAC. As SM, you are a key player in the Field Organization, which is the focus point for RAC's service to the public and to radio amateurs.

As SM, perhaps your most important responsibility is the recruiting and appointing of three Section-level leadership assistants to serve under your general supervision and to administer the following RAC programs in the Section: Amateur Radio Emergency Service (ARES) emergency communications, and National Traffic System (NTS) formal message traffic in the standard NTS format, and on-the-air Bulletin services. In addition, you may, at your discretion, appoint one more Assistant Section Managers (ASMs) to assist you as general or specialized assistants. It is important that you fill all of these leadership positions with amateurs who are motivated and willing to work to make their particular program serve the goals of the RAC and the needs of the Section.

Serving as Section Manager will be a challenging and satisfying role for you. At times, as is the case with any position of responsibility, it may be discouraging. The trick is to rise above internal organizational difficulties that may occur and to do your best to represent all the interests of all the members in your Section. Your rewards will be in knowing that you are doing a superb job, and that the Section is flourishing under your leadership.

Don't forget that the RAC members in your Section chose you to be their Section Manager because they considered you to be the Amateur Radio operator most qualified and capable for the job. And remember, as an official of your Director's Cabinet, you are a conduit of input from the members directly into the RAC's policy-making process.

## 1.2 Purpose of This Manual

This manual is your definitive guide to fulfilling your responsibilities as Section Manager. It may initially be used as a "how-to-book" to assist you in making a smooth transition into your new responsibilities as SM, and then may be used throughout your tenure as a handy reference source.

We cannot anticipate every contingency that you may encounter during your term(s) as SM. Every attempt has been made to provide you with the basic information and tools needed to properly administer your Section-level programs and to successfully serve as the highest ranking elected representative of RAC in your Section. If a situation or problem arises which is not covered, you should seek advice or assistance from the RAC VP-FS, the RAC Headquarters staff, or the Director.

## 1.3 Additional Reference Sources

This RAC Section Managers' Survival Guide is intended to be a supplement to other publications, and material contained in those publications will not be repeated in this chapter unless necessary for clarity. Other books that you will find necessary in your role as Section Manager are listed below.

*The RAC Emergency Coordinator's Manual* - In addition to providing the RAC EC with excellent guidelines and much-needed procedural hints, this manual describes the establishment of Amateur Radio Emergency Service teams and operational planning techniques.

*The RAC ARES Instructor's Manual* – provides the instruction material for training ARES operators.

*Public Service Communications Manual (FSD-235)* – ARRL's PSCM contains a detailed description of the National Traffic System (NTS), The US Radio Amateur Civil Emergency Service (RACES), and ARRL's implementation of the Amateur Radio Emergency Service. It includes extensive documentation on proper procedures to follow. This is the "bible" for anyone interested in NTS/ARES.

*The ARRL Net Directory (FSD50)* - A listing of the various nets (traffic and otherwise), as registered with the ARRL. This book also includes some reprints of articles about the proper handling of message traffic.

*The RAC Constitution* - Download and keep handy. There are many misconceptions about how RAC really works.

*The RAC Official Observer's Guide* - provides the guidelines for use by the Official Observer and OO Coordinator.

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## ***The Ten Commandments for RAC Section Managers***

- 1. Never utilize RAC funds to further the interests of any candidate for an RAC election.***
- 2. Always get your reports and Section News columns in or before the deadline.***
- 3. Always adhere to the editorial requirements for your Section News column.***
- 4. Never fail to file a FSD-211-R Appointment and Cancellation Form with the RAC VP Field Services before mentioning that change in your Section News column.***
- 5. Never permit your name or callsign to be entered in any prize drawing or lottery when traveling on RAC business, or while representing the RAC membership.***
- 6. Frequently review the listings of your leadership officials and appointees on the RAC web site to ensure that this public listing is both complete and correct.***
- 7. Never forget that while on the air or representing RAC, you will be measured by your actions as a representative of RAC.***
- 8. Always submit proper documentation with any requests for reimbursement under your yearly SM budget ceiling.***
- 9. Never forget that your Section Manager's stationery must not be used for the filing of comments to Industry Canada. Also prohibited is any reference to your position as an official of RAC when dealing with IC as an individual amateur.***
- 10. Always remember that the only contact with Industry Canada, parliamentary or other Federal government personnel which involves, or could be construed to involve, RAC or amateur radio policy matters, must be in accordance with RAC policy.***

## FOREWORD

Welcome to the RAC Section Manager's Survival Guide Version 1.2!

This version of the guide includes changes to the title of Vice President - Field Services, revisions to Section News and SM Election schedules relating to the six-issue schedule of The Canadian Amateur. In order to include all forms in the electronic version, it was necessary to redesign some of them in a compatible format. Appointment and award certificates could not be converted and are not included in the electronic version of the book. Since other changes have been made throughout the book, the Section Manager is urged to reread all paragraphs and to note the changes. This is a good opportunity for a review.

The Section Manager is the key player in the modernized, all encompassing RAC Field Organization. Serving as Section Manager is a challenging a role that can provide a lot of fun and satisfaction, but it can be discouraging at times. The trick is to rise above internal organization difficulties that may occur and do your best in the interests of all members in your Section. Your reward will be knowing that you are doing a good job. The RAC members in your Section chose you because they considered you to be the Amateur Radio operator most qualified and capable for the job.

Every RAC Section Manager, neophyte or old-hand, will find in the following pages the answers to most "what if" and "how do I" questions relative to one or more tours of duty as the top elected RAC official in the Section. From the chapter containing advice on the "paperwork jungle" that the SM will encounter, to the areas dealing with expenses and the Section budget, virtually every possible situation that the SM might bump into has been anticipated and covered as well as possible.

## ACKNOWLEDGEMENTS

Every how-to document of this scope has been the result of a great deal of hard work on the part of one or more people: the RAC Section Manager's Survival Guide is no exception. Without the determination and effort that ARRL people have contributed to their earlier versions of the manual, our RAC version would not be possible.

- Jeff Maass, K8ND has contributed much to the readers of this manual. Without the benefit of his experience as SM of an intensely active and forward-thinking Section, present-day and future SMs might well be lacking for many years and many terms of office into the future.

- Luck Hurder, KY1T, then Deputy Manager, ARRL Field Services Department and Rick Palm, Field Services Manager also contributed greatly to the earlier ARRL editions the book.

Our RAC version results from the expertise by two of the RAC Field Organization people:

- Pierre Mainville, VA3PM, RAC VP Field Services provided much useful guidance in Canadianizing the procedures

- Larry Thivierge, VE3GT, former Ontario Section Manager contributed advice based on over twenty years of experience as a Section Manager under ARRL, CRRL and now RAC.



*The  
RAC  
Section Manager's  
Survival Guide*

v1.2  
(May, 2003)

**Doug Leach – VE3XK, Editor**

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