

## Section Manager

## Results Overview





Date: 5/30/2008 5:43 AM PST

Responses: Completes

Filter: No filter applied




### 1. Do you keep your Division Director informed about happenings in your section?

Yes		55	93%
No		4	7%
Total		59	100%








### 2. How adequate is your communication with your...

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Too little	Too much	Just right	No opinion
	Divison Director	16 27%	0 0%	38 64%
ARRL Headquarters	12 20%	0 0%	42 71%	5 8%

### 3. Currently there is a 2 year term for Section Managers. Do you feel this is adequate or would a 3 year term be more beneficial?

2 year term		21	36%
3 year term		28	47%
No opinion		10	17%
Total		59	100%

**4.** Should any of these Field Organization positions be moved from the Field Organization to some other department within ARRL HQ to maintain oversight? (select all that apply)

SEC		1	5%
ACC		2	10%
OOC-OO		8	38%
SGL		10	48%
TC-TS		2	10%
PIC		6	29%
STM		3	14%

**6.** Approximately what percentage of your time as Section Manager do you spend handling matters in the functional areas of the Field Organization?












Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Less than 10%	10-24%	25-49%	50-74%	75-89%	90% or more
Emergency communications	8 14%	23 40%	10 17%	12 21%	3 5%	2 3%
Section wide administration	10 17%	22 37%	13 22%	11 19%	2 3%	1 2%
Amateur Radio clubs	19 32%	25 42%	7 12%	5 8%	3 5%	0 0%
Amateur Auxiliary/Official Observer program	47 82%	5 9%	4 7%	0 0%	1 2%	0 0%
State and local government issues and matters	40 69%	12 21%	4 7%	1 2%	0 0%	1 2%
Section wide communication and correspondence	12 21%	17 29%	20 34%	5 9%	2 3%	2 3%
Technical related issues and matters.	41 73%	6 11%	5 9%	3 5%	0 0%	1 2%

Public information and media relations	34 59%	16 28%	5 9%	3 5%	0 0%	0 0%
Traffic handling and net operations	34 60%	15 26%	3 5%	3 5%	2 4%	0 0%


## 7. How active are each of the Field Organization functional areas in your section?

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Very active	Active	Somewhat active	Not active
Emergency communications	34 59%	19 33%	4 7%	1 2%
Section wide administration	11 19%	25 42%	19 32%	4 7%
Amateur Radio clubs	12 21%	33 57%	12 21%	1 2%
Amateur Auxiliary/ Official Observer program	8 14%	17 29%	27 46%	7 12%
State and local government issues and matters	4 7%	10 17%	29 49%	16 27%
Section wide communication and correspondence	13 22%	29 50%	15 26%	1 2%
Technical related issues and matters.	5 9%	18 31%	28 48%	7 12%
Public information and media relations	5 9%	16 28%	29 51%	7 12%
Traffic handling and net operations	10 17%	32 54%	12 20%	5 8%

### 8. What are the top three problematic areas of the Field Organization? (select only three)



Emergency communications		14	24%
Section wide administration		9	15%
Amateur Radio clubs		6	10%
Amateur Auxiliary/ Official Observer program		13	22%
State and local government issues and matters		18	31%
Section wide communication and correspondence		11	19%
Technical related issues and matters.		2	3%
Public information and media relations		24	41%
Traffic handling and net operations		14	24%
None are problematic		9	15%
Other, please specify		13	22%

### 9. Is the Section Manager Area on the ARRL Web page adequate?



Yes		37	64%
No		21	36%
Total		58	100%

30 Responses



**10.** Would you be in favor of internet voting in a Section Manager election?

Yes		25	42%
No		34	58%
Total		59	100%



**11.** Do you think combining the Field Organization with Membership Services at ARRL Headquarters to create the Membership and Volunteer Programs department in early 2007 was a good idea?

Yes		32	62%
No		20	38%
Total		52	100%



**12.** Do you understand the basics of how the Membership and Volunteer Programs department works?

Yes		44	77%
No		13	23%
Total		57	100%



**13.** Are the Division and Section Manager teleconference calls beneficial to you?

Yes		38	70%
No		16	30%
Total		54	100%

**14.** Is your section budget adequate?

Yes		18	31%
No		40	69%
Total		58	100%



**15.** If you do not use your entire section budget, would you favor ARRL re-allocating the remaining portion to a Section Manager budget pool to be used by other Section Managers?

Yes		41	72%
No		16	28%
Total		57	100%



**16.** Do you submit your section expenses and related receipts electronically?

Yes		30	54%
No		26	46%
Total		56	100%



**17.** Do you have a separate section wide database of your Field Organization appointees (other than what is supplied by ARRL Headquarters)?

Yes		25	42%
No		34	58%
Total		59	100%

**18.** Does your section maintain a section wide ARES database?

Yes		31	53%
No		27	47%
Total		58	100%

**19.** Do you have an ARES-related Memorandum of Understanding with adjacent sections?

Yes		17	29%
No		41	71%
Total		58	100%

**20.** Have you taken any of the ARRL Amateur Radio Emergency Communications Courses? (select all that apply)

Level I (EC001)		45	96%
Level II (EC002)		31	66%
Level III (EC003)		27	57%

**21.** Have you taken any of the following FEMA-sponsored courses? (select all that apply)

IS-700 National Incident Management System (NIMS), an Introduction		33	75%
IS-100 Incident Command System, Basic		43	98%
IS-200 Incident Command System, Basic		26	59%
IS-800 National Response Plan, An Introduction		18	41%






**22.** Have you arranged for Public Information Coordinator/Public Information Officer integration or coverage in ARES deployments in your section?

Yes		27	46%
No		32	54%
Total		59	100%

**23.** Would you be agreeable to be contacted by potential or prospective Section Manager candidates to help answer questions about the SM position?

Yes		57	98%
No		1	2%
Total		58	100%







**24.** Regarding Section Manager term limits, how many terms are sufficient?

1 term		0	0%
2 terms		6	10%
3 terms		5	9%
4 terms		3	5%
5 terms		3	5%
No term limits		41	71%
Total		58	100%




**25.** How long have you served as a SM?

1 term		17	29%
2 terms		8	14%
3 terms		14	24%
4 terms		6	10%
5 or more terms		13	22%
Total		58	100%

**26.** How long do you plan to serve as Section Manager





1 term		3	5%
2 term		6	10%
3 terms		4	7%
4 terms		3	5%
5 or more terms		11	19%
No opinion		32	54%
Total		59	100%

**27.** How useful would an annual review of Section Managers from Headquarters staff be?


Very useful		13	22%
Useful		15	25%
Not useful		18	31%
No opinion		13	22%
Total		59	100%



**28.** If you attended a Section Manager Workshop/orientation how beneficial was it to you?



Very beneficial		28	48%
Beneficial		12	21%
Not beneficial		1	2%
Did not attend		17	29%
Total		58	100%

**30.** In your opinion, is the main liaison staff person for Section Managers at Headquarters effective?



Yes		54	93%
No		4	7%
Total		58	100%

Please click "Submit" below to view questions 31 - 40 on the next page.



**31.** Do you have a replacement or backup Section Manager trained?

Yes		22	37%
No		37	63%
Total		59	100%





**32.** Do you encourage your Field Organization staff to have replacement or backups trained?

Yes		43	73%
No		16	27%
Total		59	100%



**33.** Do you favor Section Manager accountability?

Yes		51	89%
No		6	11%
Total		57	100%






**34.** Who do you think Section Managers should be accountable to? *(select all that apply)*

Members		50	85%
Divison Director		25	42%
Membership and Volunteer Programs Manager		22	37%
Other, please specify		8	14%

**35.** Do you think an organizational chart showing Section Managers and higher ARRL organizational positions would be beneficial?

Yes		55	93%
No		4	7%
Total		59	100%

**36.** On average, how often do you review the ARRL Web site and ARRL electronic newsletters for news and information?

Daily		30	51%
Once a week		12	20%
Twice a week		13	22%
A few times a month		3	5%
Never		0	0%
Other, please specify		1	2%
Total		59	100%

## Section Manager

### Results Overview



Date: 5/30/2008 5:44 AM PST

Responses: Completes

Filter: No filter applied

#### 5. What new positions should be added to the Field Organization?

#	Response
1	Section Site Webmaster
2	Bulletin manager, official bulletin station
3	Youth Program
4	None at this time
5	New member and volunteer recruitment coordinator
6	Youth Activities Manager - under the SM - we currently use ASM but a special designator for a youth manager would be nice.
7	Since the addition of the ASEC and ADEC I think that we have it covered.
8	None
9	Vice SM
10	section webmaster
11	I am still new at this but I did agree with the addition of the ASEC and the ADEC. I will be better qualified to speak on this when I have more experience.
12	For small sections there are too many.
13	Possibly membership recruitment
14	SWM - Section Web Master. Yes, I know I could use an ASM.
15	Possibly a youth position for scouts and schools. An ASM is doing it now.
16	Information Manager SM Administrative Assistant (better title: Asst. SM for Administration???)
17	Legislative Assistants should be official appointments. LGLs are not enough in multi section states we have only one SGL and rarely hear from that person.
18	Training Officer
19	We correctly removed BM I suggest a position be created called Information Technologist Coordinator (ITC)" for Webmasters and alike.
20	Parliamentarian/Counsel
21	Assistant to SEC, STM, and DEC
22	None
23	I did not skip this question. No input at this time. Believe the bases are covered.
24	Federal Government Liaison (to respond to inquiries and requests from the Washington lobbyist, to interface with the Washington lobbyist about local situations, and to make recommendations to the HQ staff. This would tend to match local information flows with the task, and avoid embarrassment.) Card Checker (but with a better title)

25	None, in fact I would suggest some streamlining, like eliminating the OOC, and ACC positions. The OO function especially should be handled by HQ since OO functions often cross section boundaries.
26	The recent additions of the AEC and ASEC will really help. The real issue is how to fill many of the positions. Volunteers are hard to find these days.
27	would like to see AEC added to the ares program
28	I'm a bit new to give an opinion for 4 or 5 at this time.
29	None, I can't get people to fill the positions I have!
30	Deputy SEC
31	Deputy SEC

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## Section Manager



### Results Overview

Date: 5/30/2008 5:50 AM PST

Responses: Completes

Filter: No filter applied

#### 9. Is the Section Manager Area on the ARRL Web page adequate?

#	Response
1	We need more space for adding links to the section site. Recommend 3 Mbytes. Right now, I am using a non-ARRL site for to store documents. Not good.
2	Our section is adding club net schedules.
3	Bring it into the 21rst century
4	It's adequate, but it would be nice to be able to design the content portion of page using all the advantages of HTML like I do with Dreamweaver software. The current coding is very limited.
5	Have each section have its own personal inter-active web site
6	The Section News page needs the ability to upload a 'real' HTML doc, with choice of fonts, colors, formatting ETC.
7	I use another outlet.
8	More statistics in many areas. Better appointment database functions in real time.
9	More HTML code
10	Under the current 'rules' no. The League provide web site is a waste of my time and I don't use it. On the ARRL provided page the only thing there is a 'link' to a site that I maintain on my own.
11	Abbreviated activities format needs to return to QST.
12	Most section managers have an addiitonal page to handle all of the necessary information. Some of us even have databases for public service calendars and emergency communications.
13	More pages and links so everything isn't on one page. People with slow access have a hard time loading all the material at once.
14	Not just the Section Manager Area - the Web page is very difficult to find anything on.
15	import excell tables
16	Put a date field and call sign on the signature field on all certificates
17	Make the section email so that when I paste something in it I don't have to go thru and reconnect all the lines. It's a source of great frustration to me.
18	Powerpoint presentations are out of date. Add the SM Workbook that waited 4 years for a revision
19	Just returning as SM this week after 2-1/2 years off. It looks as if it has been expanded greatly. I need time to consider adds.
20	A feature that will allow the SM to format the text, e.g., set line spacing, etc. The current system resets lines spacing/paragraph features, etc. This often distracts from the appearance of the message, etc by dould spacing short sentences, etc.  Being able to insert a formated MSWord document, intact, would be very helpful

	Ability to place photos in various locations within the web page.
21	Certain section level appointees should have access to the appointment data base. Example: SEC should see DECs, ECs.  Section Managers need information on section budget status on line.
22	Like most sections, we've created our own web page (www.ncarrl.org) that provides more space.
23	Ours is not a really busy section. I have to pull teeth to get enough info for an interesting column. Other sections have much more activity and may need more space. I'd like to see the ability to list more of the appointees on the page.
24	The section summary should be available for the full month rather than ending on the 18th. I would like to see personalized PDF files for correspondence letters that can be made to include State logos and Individual SM's name address and contact information. There should be an easy way to obtain business cards in the same template as the ARRL HQ cards. An organization should have a similar "face" throughout.
25	Perhaps allowing Field appointments to have access to view the appointments listing. ie STM be able to see NM list etc.
26	No
27	There needs to be a better way of including pictures within section news
28	add facility or ability to send regular e mail bulletins and reports to non ARRL members
29	space in QST
30	It'd be nice if the SM version of the membership application included a place for the member's email address.

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## Section Manager

### Results Overview



Date: 5/30/2008 5:52 AM PST

Responses: Completes

Filter: No filter applied

#### 29. What would you recommend adding to the SM Workshop/orientation to make it better?

#	Response
1	Better interface with HQ Media Coordination
2	A list of things we must not discuss would be beneficial.
3	More on the paperwork needed to do the job.
4	Bring in experienced SMs to discuss recruiting volunteers and other SM issues. I recommend mandatory annual (or periodic) refresher updates for all SMs (perhaps when reelected?). These can be done by webinar or teleconference. Or better yet, put it in a similar form to the ARECC online courses, and require a mentor to review progress and answers. Jobs require continuing education, I think being SM should too.
5	As many serving active SMs possible as instructors
6	The one that I attended was more than adequate.
7	Have another orientation a few years into an SM's career. If they are re-elected for another term or two, a return to Newington would be a great refresher and would bring the SM's up to speed on newer systems and configurations at ARRL.
8	More older experienced SM's to learn from.
9	ASM SEC
10	Available again after 3 terms
11	More interaction with experienced SMs. I had Joe Knight at my orientation-- it doesn't get much better.
12	Term began this month. Have not attended yet. No opinion.
13	Section manager manual
14	Do it during the week so the SM's can see the staff at work.
15	it's been too many years since I attended one. I think an SM ought to attend one at least every 4-5 terms, just to get reacquainted.
16	Recycling us old guys through again. I have been SM over 14 years. I'm slowly dying.
17	Have webinar updates by division on new programs, issues, etc.
18	More involvement by veteran SM's
19	One additional full day on Friday to meet with HQ staff while they are at work.
20	Can't remember; it has been 10 years ago. Maybe old SMs need a refresher.
21	Ideas on finding and selecting appointees. Segment on volunteer management Bring back SMs that have served several terms, both to receive a refresher and to be an Elmer. Offer workshop twice a year to accommodate personal travel schedules better. The PSC, then called the PRC, recommended a few years ago that all SMs attend a workshop every few years -- so far only new SMs have attended workshops. Share notes and powerpoint presentations from the workshops with all of the SMs each year.
22	Alignment of field appointments with NIMS
23	Just received the digital copy of it. Need to go though it before I can comment.

24	Refresher available with each term since the league is always implementing improvements and it is good to get together with staff and other SMs.
25	New Section Managers should hear presentations by the President, Vice Presidents, Secretary, Committee chairs, etc. There are ARRL officials who impact Section services who the Section Managers have never met.
26	I would offer SM's the chance to do this once each term (maybe the second one at their own expense?). It was an excellent experience.
27	A segment on the National Traffic System conducted by an Area Staff Chair.
28	Although expensive, the workshop should be one day longer. There is a lot to absorb from the presentations and mixing with other new and seasoned SMs and staff help everyone. Really solid SMs should be included to help the new SMs.
29	To have the opportunity for veteran SM's to attend conferences to understand updates and to offer advice to new SM's.
30	I'm looking forward to my first workshop. I think it will help my ability to understand and carry out the SM position.
31	The core of the info was on Sunday and I had to leave early and missed some of it. Spread out the workshop so some or all of the real work is done on Saturday. Work before play !
32	Have not had the opportunity to attend.
33	Do a follow-up workshop either in person if practical or on line after a year or one term has been experienced. Brand new SMs without experience don't know what questions to ask or what information to take notes on.
34	no opinion

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## Section Manager

### Results Overview



Date: 5/30/2008 5:53 AM PST

Responses: Completes

Filter: No filter applied

#### 37. What additions and/or changes do you recommend to the SM Workbook?

#	Response
1	Cannot think of any to recommend
2	A way to track items that are close hold. Sensitive matters still generate member questions and we should know the latest.
3	None
4	Photos! Graphics! And the dazzling layout I've come to expect from the ARRL graphics department. And for Pete's sake, please consider printing the thing. The workbook should follow the Rule of the 3B's: It needs to be accessible and easy to carry into the Boardroom, the Bedroom and the Bathroom. It's a great resource, just not the easiest thing to access without my PC.
5	Whole scale changes; the job has changed greatly since the last whole scale edition of the manual and casual updates are inadequate
6	None that I could suggest.
7	None, very good information as is
8	More writings from experienced SM's and methods for more gain in member activation in terms of League unity.
9	Some information that is not outdated or have to be revised before we get it. How about either CDs or downloadable links to all the materials that we could use - such as power point presentations for all sorts of topics.
10	Exept for some typos and broken links, the Workbook is in pretty good shape.
11	Very good as it is.
12	Electronic, updated, on line.
13	Send a new one every year or at least at the beginning of each term. Have it available on line in the SM area. Work on the ARRL search engine so needed information can be found easier. Have the specific rules that govern the SM online and and again easily search able. It should be separate for easier reading.
14	I have never received an SM workbook.
15	It would be very beneficial to have a manning chart. This would help a new SM understand what the reporting channels are and where the section is deficient. I have spent a great deal of time doing this.
16	Have it on HTML with links to the various parts and reference points.
17	Who remembers?
18	It's now 10:30 pm and I'm not going to pull it out and check thru it tonite. If I'd known about this question, I'd have gone thru it to see if I had any recommendations.
19	I haven't printed it out yet. I appreciate all of the hard work that went into the revision, but considering that the ARRL leans on the SMs pretty hard financially and time wise, I would think the furnishing the SMs with a hard copy would be most appropriate and appreciated. Why should SMs have to pay for a ream of paper, printer cartridge, and notebook and take time to download the files, punch holes, and stuff a notebook. Get an after school hire to do this!
20	Additional supervisory training

21	My current issue is 2005 which I believe was to be updated.
22	Just received it - I answer the early question thinking of the workbook.
23	I am still getting up to speed. Will comment later.
24	None
25	How to stretch a meager budget to cover fuel costs when covering an section larger than many states. Also, how to get guys out of their narrow areas of interests and volunteer to work for the good of the hobby.
26	Examples of how Section budgets have been spent, historically, toward the goal that members receive the same benefits in all areas of the country.  A discussion of the same rights used by persons who hold similar positions in other organizations - - to take Federal tax deductions where certain expenses are not reimbursed.
27	My copy is from a 1994 workshop, so I cannot vouch for its currency. I recommend that the "Section Manager's Survival Guide" be updated and published online.
28	Volunteers for positions are the really hard part in my area. More info on successful recruiting and motivation of volunteers might help. Also, ways to achieve more economy from the small budget and still provide visible presence to the membership would be helpful. I think I am doing all I can, but it is hard.
29	None
30	Don't know.
31	Not well enough versed to have an opinion, yet.
32	The version I have is excellent. I think that every 2 years any changes of not should be mailed to serving SMs to replace the pages that are out of date.
33	no opinion

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## Section Manager

### Results Overview



Date: 5/30/2008 5:54 AM PST

Responses: Completes

Filter: No filter applied

#### 38. How can Section Manager retention be improved?

#	Response
1	Helping them learn the skill of delegation and learning to "let go."
2	Continue to support us from HQ. Book orders are not acknowledged. They just show up.
3	no comment; answer has as many parts as sections (71).
4	Improve the budget so SMs spend less of their own personal funds to get the job done.
5	Every Section is different. I don't believe that there is a magic formula to keep effective SMs in office, nor is there an effective way to discourage the bums. It's the age-old quandary of the care and feeding of volunteers.
6	Increase SM budgets and support in the field
7	Is this important? Maybe some local evaluation of SM performance would be best. That is why I recommend accountability to the DD.
8	Larger budgets. More tools for SM's to perform better and accomplish more.
9	Quite stripping benefits like book purchases and incentives for recruiting. If directors are provided with copies of books why cannot we purchase them like before? Provide us one person to answer to that will be responsible to answer questions. Give the departments the equipment to do their jobs.
10	Better communications at all levels. Create a SM advisory group. programs from HQ that include SM. More prestige for SM as promoted by HQ. Do more new things and include SM's.
11	I think about 50% of the SMs that I attended SM Workshop with are still in office (after 7 years). Some aren't interested in putting up with the "BS" that goes with the territory and only serve a term or two. Others aren't 'politic' enough to garner section-wide support. Hitting these two areas: being a 'good' politician and developing a 'thick skin' should be added to SM Orientation. Also, a thorough understanding of all League HQ functions and touching on what the League does NOT do (e.g. Repeater Coordination) would be beneficial.
12	An active Section Manager will be retained by the membership. Better communications from the BOD about proposed changes.
13	We have section managers that do nothing. They stick around for years. The ones that work at it get burned out. There has to be a happy medium. It's hard to find someone to take the job.
14	More money in the budget. Make sure even small requests are taken more serious. For example there is confusion between the name of the Pacific Division and Pacific Section. I have mentioned it several time but it doesn't seems to be followed up on.
15	no opinion
16	I am still too new to help with this
17	The SM is stressed when there are areas of responsibilities for which he is not trained and can't find coverage.
18	Quit kicking us in the head.
19	The SM is a first line manager. They get beat on from the members, try to deal with HQ staff, and are at the mercy of directors who've not been an SM. Natural selection at its best. The survivors are probably doing something right.

20	Don't nit pick, nickel-and-dime and second guess them. This whole publication purchase limit was insulting and gave no credence to the individual needs of Section Mangers to serve their constituencies. If you have to limit something, limit what I can do with my funds, not how much I can spend on a given item.
21	Make sure each candidate knows what he is getting in to from a family relations, financial, time, and emotional perspective. We need a Candidate Qualifications Committee.
22	Better communication between SMs and the directors and between SMs and HQ. Timely response from HQ staff - MVP and VEC are very slow to respond. Division Director should not "rubber stamp" Affiliated Club applications and hamfest/convention requests - SM should be contacted, especially for state and section conventions. Directors should be impartial towards sections in their division and remember that they are accountable to the members.
23	By encouraging Section Managers to deligate core responsibilities to the field organization leaders
24	SM attempt to support clubs, however, the limit of budget for materials does not support this need. It would be nice to hear Thank You or just a communications of how are things going - any problems? Support from the Division Director and be included as part of the Division communications.
25	Re-institute book give-a-ways to the SM. Especially those that don't move. In my 14 previous years as SM, I found it invaluable when I go to clubs. I use to weave by give-a-ways asking question about the League and using them as a hook to get people to listen to me. Purchasing books and what not out of the budget doesn't work. One of the SM's jobs is to get new members. The budget in my mind should be spent for the benefit of existing members not perspective members. BTW, I am all for some restrictions on what and uner what circumstances the give-a-ways are administered.
26	I am still getting up to speed. Will comment later.
27	Training. If burnout is a problem delegation skills can help a lot!
28	Is "retention" a real goal? I think term limits are good because too many do it just because others will not pick up the ball. Burnout is a factor.
29	Consistent treatment of Section Managers is required. There are problems where persons who hold other ARRL offices proceed to interfere with duties of some Section Managers and local appointees, and in a manner that is not consistent to all the Sections. There have been problems where Section Managers have not had adequate opportunities to respond and provide information before a decision impacting a local Section was imposed. I'll be available to discuss the particulars with Committee members.  Compared to other private organizations that provide public benefits, ARRL has a tremendous wealth of resources from persons who do not receive salaries. We must not lose our focus on this.
30	Increased section budgets would mean less out of pocket expenses. Also, we should consider consolidation in multi-section states to reduce overhead.
31	Foster leadership experiences among section-level appointees.
32	It is a thankless and time consuming job. HQ staff do their best to accommodate, but out in the field SMs take a lot of heat for what the Board does. Recruiting, motivating and supervising HAM appointees is like herding cats. It takes a person with a lot of time, patience, a thick skin and spare dollars to do the SM job. I believe ongoing workshops led by HQ, regular meetings of adjacent SMs (like we do in Pac Div; acts a support group & idea bouncing) and if more \$ can be squeezed from somewhere to assist in the cost on being SM would help.
33	Proper support by ARRL and good communication with the Field services manager.
34	Don't know.
35	Not well enough versed to have an opinion, yet.
36	If all Section Managers had great Directors and Vice-Directors like we have in the Midwest Division, the SMs would be more likely to stay on the job.
37	By allowing SMs to receive BOD agendas before BOD meetings, and allow SMs to attend BOD meeting (on a limited basis/number).

38	It's a burn-out job. After a few terms, ideals and good intentions are worn down and most SMs are tired of trying to justify why HQ did or didn't do something. Unfortunately some become SMs simply for the title and have no ability or intentions to work for the members. If you provided some incentives to SMs who have more to give, they might want to stay.
39	trip to HQ
40	Some of our SMs seem to feel unappreciated. Maybe some form of recognition from HQ for jobs well done would soothe their ruffled feathers.

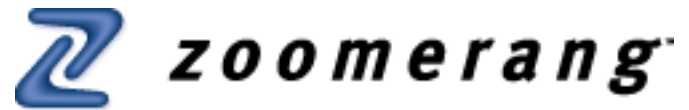
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## Section Manager

### Results Overview



Date: 5/30/2008 5:57 AM PST

Responses: Completes

Filter: No filter applied

#### 39. Please provide any additional comments you have at this time:

#	Response
1	Do not have any. Many tnx..
2	The mileage change actually cuts the number of trips I can be reimbursed for.
3	Nobody who is elected SM is ready for the reality of the job. It is not what you think, primarily because the Membership isn't really sure what you are supposed to do. They think 'representative government'. You figure out really fast that it's 'benevolent dictatorship' in order to carry out the actual mission of the SM: promulgate the policies of the League. We may never get that solved. It takes the height of diplomacy sometimes to do the job correctly without the troops figuring out that this isn't primarily an advocate's position.
4	None thanks
5	In this world of volunteer recruiting, we probably do as well as could be expected.
6	I need help with the growing discontent among members and non-members towards the League.
7	I think HQ has some real issues and it took some real work to resolve a simple VEC renewal for a Life Member over a printer sharing issue. I think that if HQ personnel realized the difficult job we have out in the field mopping up for damage control they might not be so hard to keep some section managers. There are a few people that try but then there are others that we never hear from.
8	The conference calls have many good and new ideas but I don't hear of any changes that come from them - no report on progress or results of further studies. Stale comes to mind. Two adjoining divisional meetings - once a year
9	This is where the 'rubber meets the road' as far as serving the membership goes. I get many emails and phone calls that have nothing to do with the Field Organization, but rather are "how do I deal with the League" type questions. I am also requested to "get involved" with issues that are not ARRL program issues (and if I do, I make it known that I'm doing so as an individual, not a League rep). SMs have to be prepared "do it all" in the name of Amateur Radio.
10	New at the job... will defer till later.
11	Those of us in the larger sections spend two or three times our budget. We also drive a lot. I have put over 40,000 miles on my truck in three years just doing hamfests and attending meetings. I wish I lived in a smaller section. Maybe we need to break up the larger sections.
12	The budget should begin and end with the term of the SM. My latest term started April 1, 2008 and ends March 31, 2010. The budget should be for two years and follow the dates. Keep the verbiage of messages to a minimum and to the point. For example the ARRL letter is much too lone. Try to avoid using PDF files or at least make the content available in word or text. It takes my computer a long time to load PDF files whereas word or text come up right away (usually).
13	I think the section level appointees list needs to be updated. I think the OO program needs a serious restructuring

14	Is there going to be a new Section Manager training this year or is this going to be a fly by the seat of the pants thing?
15	I did not realize how much the local politics affects Emergency communication and the problems it causes to the EC's and their SEC appointies.
16	<p>Ref #3: Especially for new SMs.</p> <p>Ref # 4: SMs are not properly trained to handle legislative matters.</p> <p>Ref #8: Very difficult to find resourceful leaders in these noted areas (Am Aux; Govt liaison; Public Relations).</p> <p>Ref #11: A larger dept lessens the Field Organization's identity.</p> <p>Ref #19: Not formally written, but very clear multi-section plans among SECs in adjoining sections.</p> <p>Ref #20: Also a mentor</p> <p>Ref #24: There are not a lot of people willing to do this job</p> <p>Ref #27: Perhaps a review less oftn by those who regularly participate in the Field Organizaton might be instructive.</p> <p>Ref #31: It's hard to find volunteers.</p> <p>Thank you for letting me provide this input.</p>
17	I had my replacement selected and partially trained, then we (yes, both of us) discovered his membership had lapsed. He won't have been a mamber for two years at the end of my term.
18	Its nice that you're doing a survey. Sometimes a choice other than yes or no would be nice. Getting the questions ahead of time would be nice.
19	<p>Reference Question 3. Considering that Dave Patton in many cases has to often advertise for SM candidates for a second time in some sections, a two-year commitment might be less intimidating than a three-year commitment.</p> <p>Reference Question 15. How about throwing the left over Division Budgets in the pot too.</p> <p>Reference Question 25. Since SM does not seem to have the general public perception of being a highly prized job, if you get a good horse you better keep him</p> <p>Reference Question 30. I have heard some criticism of Steve, but without substantial grounds. Considering the wide range of personalities and problems he has to deal with, I think he does a bang up job!</p> <p>I think that SM retention is a major issue that the Board should address. We have too much institutional knowledge walking out the door which puts field operations in the various sections continuously on the steep part of the learning curve. One problem is that some of the Director's don't have a clue as to what goes on in a section and hence are not concerned about SM retention. I doubt if the time will ever come to pass when Directors must first be an SM, but for sure Directors need to go to SM School.</p> <p>What is Dennis Dura doing besides going to conventions and meetings? Whatever happened to the MDEC, the responders database, credentialing, SET reformat, ad nauseum. Did anybody pay any attention to the NERPC Report? I fault Kay and Henry for not continuously keeping this in front of the Board. They were on the NERPC and should have been pounding on the table for the past two years. SMs should be regularly updated on EMCOMM organizational progress. BTW, we are having another hurricane season in less than six weeks.</p>

20	<p>When BOD makes recommendations and/or mandates HQ staff to perform a task it should be done, and done timely. Example, the SM workbook took 4 years, SM workshop does not include older SMs, a mentor program for clubs and individuals was developed and someone was to be hired to oversee the program, about 8 years ago, and it still is not in place.</p> <p>Media and PR department should be able to send information to all PIOs and PICs without going through Field Services.</p> <p>Certificate preparation should be restrictes - some are now open to anyone in the world.</p> <p>ACC and SEC should have access to member database - at least to ascertain if someone is a member.</p>
21	<p>4ARRL promotes need for ACC, however provide little incentive or congratulation when occurs.</p> <p>Slow response at times shipping supplies and keeping the website (ACC/SSC)current.</p> <p>Complaints "Log Book of the World" is not user friendly.</p> <p>ARRL give little recognition for the NTS net reportings.</p> <p>Suggest "free" ARRL membership to Field Organization Position in Question 4 as an incentive to stay in the positon or volunteer for the position.</p> <p>The ARRL and ARES Letters are very long (wordy) which seems to be lots of reading to find the point of the communication sections.</p> <p>Materials for new appointees should be shipped immediately rather than 4-6 weeks.</p>
22	<p>Just that my answers are based on my previous 14 years experience as SM. Having just returned based on the previous SM resigning, I did not feel qualified to answer a few of the questions. I have been staying pretty active below the radar screen as to what was happening in NH, so I feel fairly qualified to answer where I did.</p>
23	<p>I have been the SDG SM for three weeks. I will be sending a more detailed version of this to Field Services in the form of a progress report.</p> <p>I will likely use a version of this for a future progress report.</p>
24	<p>Am a 4 month short timer and appointed so will have more to say later I'm sure/</p>
25	<p>Greater push on growth, that is, sponsoring / mentoring / recruiting others into the hobby.</p> <p>See my SM diatribes on my recruiting challenge in my monthly section commentary.</p>
26	<p>I'll be available to the Committee members to discuss particular situations that pertain to the management of the organization. The following comments are about the question numbers shown in parentheses:</p> <p>(1) The Division Director has access to the same information that I have. Members, Section appointees and I find it impossible to respond to questions that are not asked.</p> <p>(2) Surprise changes in policy have become a problem - - especially when they appear to apply selectively and not to all the Sections.</p> <p>(3) A 2 or 3 year term would be acceptable - - just so any changes apply to all the Sections at the same time and is not 'phased in'</p> <p>(4) Please describe the problem with "oversight"</p> <p>(8) None of the above, as long as those who are not assigned a local function do not seek to interfere with those who have accepted the assignment. At times this problem has come from persons who live outside the Section. Sometimes they are motivated by things that they do not fully disclose.</p> <p>(10) If ARRL had 'Internet voting' it would be as secure as a bootlegged amateur call, computer virus, or 'phony Yahoogroup.'</p> <p>(11) We observe no appreciable difference.</p> <p>(14) Section budget: The 10% book limit is acceptable in my case, here in the 7th largest Section, because the book prices are shown 'at cost.' The shipping expense, which is not discounted, should come from the regular budget and not be a part of the 10% limit. Merchandise to promote Field Day and other events/ functions should be available when paid by the Section budget. I have discovered it is not available. QEX should be provided to Section Managers and maybe to Section Technical Coordinators (but 1st class postage is not necessary). We should be able to provide complimentary subscriptions to QST to certain</p>



	important State and Local Government offices.
	(15) There should be a way to allow the use of unused funds in a later year.
	(24) I think you will find Section Managers' opinions on this will follow the same policy that applies to Directors, which they set for themselves. As this stands now the members who vote determine the term limits with every election.
	(27) Reviews should seek to encourage our purpose of making members who offer sincere participation feel empowered in the organization, with our publications, services and policies.
	(32) Some Yes, some No.
	(39) This is an opportunity to adjust Section boundaries where there is more than one Section in a state. Likewise it is an opportunity to adjust Division boundaries to equalize membership populations. It appears the old lines were set a number of years ago, and our membership has changed. In my lifetime, my state has added 10 additional US Congressional districts, with more coming after the 2010 Census.
27	Steve Ewald at HQ is great to work with. He is a good friend to all of us.
28	I think that HQ does great job herding the 71 SMs along with their other duties. Volunteerism is down in many sectors which presents us with a hardship. It will get worse as the suffering economy takes its toll. I think the best is being done, but we need to find more \$-efficient ways to assist the field org. As most of us are not experts in that area, we need to find those that are to provide us training and assistant to better serve the membership. I know that \$ are limited, but this may be an area that can have good return for the investment.
29	I hope to eventually be on the BOD, but I have suggested that there be an SM representative to the BOD to improve communication between the two bodies.
30	On the ARES side HQ needs to keep informed of (maybe approve) MOUs made at the section level. These get lost or ignored over time. I have not seen MOUs that people here believe exist. "That's the way it has always been done," is the usual response to my questions about ARES/RACES and other served agency relationships. Things are NOT bad, just not documented well.
31	Not well enough versed to have an opinion, yet. I am just beginning my SM journey. Many if not most of the questions are not easily answered at this time or the answers sound bad so far. Hopefully this will change with time.
32	Several of the questions that were yes or no could have had a line to explain why the sm thought the question response given was appropriate. I believe that the role of the Section Manager is to serve the Amateur Radio Operators and Members of the ARRL in their section in an efficient manner. The SM needs to be a good listener and pass on good ideas and complaints to the ARRL HQ and Division Leadership. As an SM we need to keep in mind that even those that are not currently ARRL members may eventually join and we need to respectfully deal with them. As an SM we must keep in mind that we have a responsibility to be a leader in our Section and to have a vision for how to promote Amateur Radio and the ARRL.
33	Currently, communications between HQ and SM is left to personal relations. Membership recruiting and retention is a serious problem. Katie Breen means well and tries hard but may not understand the issues that keep old members from renewing. It takes years of experience to understand how unhappy former ARRL members feel and why they refuse to trust ARRL.
34	Need more outlines for Club speeches