

OEM RACES Leadership Positions

Management Structure

Director

Base Communications Team Manager

Documentation Team Manager

Home Units Team Manager

Hospitals Team Manager

Hospital Leaders

Mobile Communications Team Manager

Vehicle/trailer Leaders

Outreach Team Manager

Training Team Manager

The Director is expected to:

- maintain a broad, high-level perspective of all activities being performed by the teams
- communicate clearly, openly and frequently with OEM regarding all activities being performed by the OEM RACES group
- assign requests to the Team Leaders, pass along any deadlines imposed by OEM, and set deadlines for internal requests
- have sufficient knowledge of all OEM communications equipment and infrastructure so as to be able to:
 - assign requests to appropriate teams
 - take the initiative to address problems when they occur rather than wait for OEM to request corrective action(s)
- encourage Team Leaders to:
 - complete requests on time
 - communicate clearly, openly and frequently regarding any issues impacting successful completion of requests
- ensure that there is sufficient redundancy in leadership and deployment positions to guarantee reliable and adequate coverage at all times

A Team Manager is expected to:

- be knowledgeable in the team's area of focus
- set deadlines for tasks and projects
- hold those to whom tasks are delegated accountable for meeting deadlines
- manage the members of the team in a way that results in:
 - successful completion of OEM and RACES objectives for which the team is responsible
 - increased knowledge and competence of the team members
- ensure that an up-to-date status of each task is provided for each meeting

Team descriptions

Base Communications

This team maintains the equipment in the Radio Room, investigates and recommends new technology, ensures that any upgrades in the Radio Room are replicated in other areas, and mans the Radio Room during emergencies.

Documentation

This team guides and assists other teams in developing and creating their own Standard Operating Procedures (SOPs).

Home Units Team

This team exercises and trains in point-to-point communications methodologies that are home-based (as opposed to field-based). During an emergency, Home Units Team members become an important link in the chain of last-resort communications efforts.

Hospitals Team

During certain extreme emergencies, the sole means of wide-area communication will be radio-based, and this team exercises and trains in the hospitals to support such communication, often in concert with the Home Units Team.

Mobile Communications

This team focuses on becoming subject matter experts on the TOAD and the Warrior and forms the pool of operators to be on call for deployment of either vehicle; also, is responsible for maintaining, through collaboration with the Base Communications Team, the radio equipment installed in all OEM vehicles.

Outreach

This team works on recruiting new members, on publicizing the role of RACES in the community, and on exploring ways to collaborate with other radio groups in Pima and neighboring counties.

Training

This team guides and assists other teams in developing and creating their own training programs and materials.

Responsibilities common to every position

All positions perform managerial functions and carry with them the following responsibilities, failure to perform which will cause OEM to implement a change in occupancy of the position.

Every OEM RACES manager (including the Director) shall ...

1. ... each designate at least one, and preferably more than one, deputy who is able to take the place of the manager when the manager is unavailable. The manager shall ensure that the deputy has whatever knowledge, training and access are necessary to perform the duties of the manager when necessary.
2. ... *manage*. This means that they will delegate tasks to members of their Teams and will refrain from assigning tasks to themselves, except when a shortage of staff or absence of expertise requires it. This is not to say that managers cannot be hands-on, but hands-on to the point of excluding the participation of other members of their Teams and to the point of hindering the progress of tasks is not acceptable.
3. ... encourage maximum participation by members of their Teams so as to promote enthusiasm and a feeling of belonging and usefulness among Team members.
4. ... encourage their Team members to develop new skills and to expand their areas of expertise. Managers should be mentors as much as they are managers.
5. ... be fair, even-handed, respectful and reasonable in all interactions.
6. ... be ever mindful of the "team" nature of OEM RACES undertakings and be cognizant of impacts both on and by their own and other Teams.