

Draft

Establishing Priorities for NRAC/ARNC  
Proposals to the Board  
October, 2023

In many areas we have seen a busy summer particularly with regard to the work of the Transition and Communications Committees. The work and energy arising from their work has underlined a need for us to have a clear concept of our priorities as we respond to the many proposed initiatives.

This paper is designed to lead the debate on how we manage our priorities to maximum effect in soundly establishing ourselves.

In governance terms all the committees are ultimately responsible to the board but in any well-run organization it is important that in their deliberations they continually have regard for and work closely with each other. This is particularly important in our case as NRAC/ARNC is busy opening new ground as it recommissions itself from the no longer relevant practices of the UNTD Association.

There is little at this stage that one committee can do that does not rely and or impact on others.

The purpose of this paper is to help us in guiding the board and committees so that we all have a uniform understanding of our priorities and how they must come together so that our individual efforts in “pulling on the oars” will move us efficiently forward.

While the board has not as yet approved the measures/motions arising from the committee work to date their interlocking nature has become apparent.

We need now to focus on the priorities among our objectives and the areas that require immediate maximum effort.

## **Priority #1**

### **Building our Membership through Recruitment**

In winding up the UNTDA and creating NRAC/ARNC the major decision was to create an organization to serve all reservists! While there were substantial values both human and organizational transferred, the simple reality was that the membership of the organization for historical reasons remained primarily populated by reserve officers. The whole rationale in establishing NRAC/ARNC was that the new organization must be led by reservists to serve all reservists and that required that the talent of all reservists must be brought to bear, regardless of rank. While membership and from all ranks is necessary to modernize and build us there must be a special thrust to attract NCMs.

The Membership and Recruitment Committee must lead this initiative with the support of the Communications Committee and all individual members of the Board.

In the short run there is no time to wait for the development of a sophisticated strategic plan as we must build on the birth of the Association and the enthusiasm around the Centennial year. A more practical reason is that many of our initiatives to advance our ability to serve depends on enhanced revenue and in turn that also means growth in membership!

While this puts extra pressure on the Membership and Recruitment Committee we are fortunate to have members of the committee who are both experienced in recruitment and well connected with different parts of the reserve community.

## **Priority #2**

### **Transition Committee Initiatives**

The Transition committee, as is evidenced by their current report to the Board, has been very busy and full of constructive ideas.

They have made a recommendation on the development of a badge and reached agreement with the Communications Committee that will pursue a process to guide the Board in making a final decision.

In the same mode they recommended that there be an immediate priority for the communications Committee to produce a recruitment brochure which has been turned into a card that will be made available to the NRDs that will promote the virtues of NRAC/ARNC and that the name of our publication Gunroom Shots should be changed and that too falls with the Comms Committee.

What is notable here is that these valuable recommendations have appropriately been directed to the Communications committee but that the actual work flowing from their recommendations is no longer their responsibility. This is reasonable but there must be recognition that there is a limit to the work expectations of any one Committee.

The Transition Committee, particularly where there are no clearly defined committees to carry the responsibility or where there may be multiple committees that should be engaged in a recommendation, should undertake the initial work on their recommendation or recommendations.

Two areas come to mind.

The first is the recommendation as to Advocacy. This should be considered and fleshed out by a subgroup of the Transition Committee that might involve other directors or individuals not currently on the Transition Committee and then reported back to the Transition Committee which would then decide what to recommend to the board.

The Second revolves around the question of Administrative Reforms. This is a substantial issue and very much a key to our future. I suggest that as a priority that the Transition Committee should establish a group including representation from the Finance Committee to consider:

- Management software
- Permanent staff
- Future funding requirements

### **Priority #3**

#### **Inventory of Connections of Existing Relationships between NRAC/ARNC and NRDs and other related Organizations**

We have in the past two years developed relationships with different individuals in related institutions. The best example being NRDs. Many of these came about as a result of events planning related to the Victoria Conference and the Centennial.

- Who are our connections?
- Are they coordinated beyond serving a specific one time need?
- Where are we connected well and where are we not?
- Where we have connections what is the continuing relevance of the connection?
- Are the connections reflective of our intended membership base?

Based on the information above, what steps are necessary to establish effective long-term relationships?

I suggest that a Ad hoc committee be established chaired by Daniel Hache in his capacity as chair of the Naval Reserve Liaison Committee with Roger Elmes, Francois Laplante, Cheryl Bush, and Ross Connell.

### **Priority #4**

#### **Building through Events**

That the Events Committee consider a major event or events that will represent and celebrate the nature of our membership and provide an example of the kind of event connections we are capable of developing/supporting for our members.

### **Conclusion**

These suggested priorities should dominate our work for the next year and against which we should report progress at every meeting. They should not detract us

from the ongoing duties of the Board and Committees that are already in the pipeline such as the Badge determination process.

Please consider these priorities and what changes that you might propose.