

Y'S
MEN
INTERNATIONAL



Service
Directors'
Manual

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INTRODUCTION

In order to promote and monitor the various Y's Men's International service programmes it is beneficial to have coordinators for each programme at the Regional, Area and International level. They have been respectively designated as Regional Service Director (RSD), Area Service Director (ASD) and International Service Director (ISD).

Service Directors are generally appointed by the elected executive officer of the same structural level, that is, the RSDs are appointed by the Regional Directors (RDs), the ASDs by the Area Presidents (APs) and the ISDs by the International President (IP). Depending upon the appropriate constitutional rule, these appointments may be subject to confirmation by the council or cabinet of the respective structural level. From the standpoint of administration the Service Directors are basically responsible to the executive officer at the same structural level, that is, the RSD to the RD, the ASD to the AP and the ISD to the IP. The Service Director at the higher structural level assists the Service Directors at the lower levels and coordinates the programme objectives.

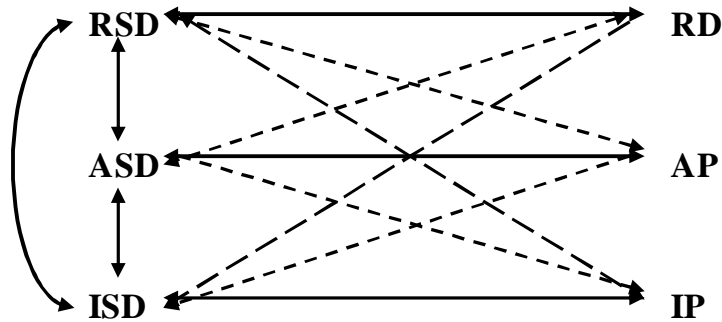
This manual was originally developed by the Leadership Training Task Force, chaired by Max Larson (International President 1982/83) and approved by the International Council in Seoul, Korea, July 1982. New job descriptions have been added and wording updated as needed and the manual is now produced in loose-leaf form for easier copying of relevant pages.

The purpose of the manual is twofold:

- (1) To outline the basic responsibilities of the Regional, Area and International Service Directors for Alexander Scholarship Fund, Brotherhood Fund, Christian Emphasis, Community Service, Extension, Endowment Fund, Historian, International Brother Clubs, Leadership Training, Membership – Conservation, Short-Term Youth Exchange, Travel Coordination, Time of Fast, Youth Involvement and Activities, Youth Educational Exchange Programme, Y's Men's Liaison with the YMCA and Y's Menettes.
- (2) To recommend guidelines for interface between the structural levels of Service Directors and the elected executive officers. The interface guidelines are not to be construed as restrictive in nature but are to establish proper lines of communication, recognising the importance of allowing a Service Director to do the job assigned with minimum intrusion on the responsibilities with which he/she has been charged.

The manual begins with the general and becomes more specific with the detailed job descriptions. It is not intended to be adopted exactly as it is by all Regions and Areas. Some may need to alter the recommendations because of local custom and distance involved.

STRUCTURAL INTERFACE



A. Direction of Arrows

Vertical

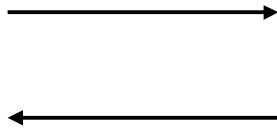


Reason for Communicating

Reporting; seeking information.

Advisory; supplying information;
assisting in training.

Horizontal



Establishing goals; reporting;
primary responsibility to.

Appointment; training; establishing goals;
coordinating; monitoring.

B. Relative Importance of Communications

- A. Horizontal solid – absolutely necessary; most important.
- B. Vertical solid – necessary; primarily for coordinating purposes.
- C. Shorter diagonal dash – necessary; primarily for information and lending assistance.
- D. Longer diagonal dash – generally unnecessary; for information only.
- E. Curved vertical solid – generally unnecessary; for information only; may be construed as intruding on the responsibility of ASD.

II. "IN COMMON" JOB DESCRIPTION

A. Applicable to all Service Directors

1. Assist your immediate executive officer in establishing goals.
2. Report to your immediate executive officer at least quarterly with copies of your report to the Service Director above you in the administrative structure.
3. Keep good records and relinquish them to your successor.
4. Submit suggestions to your immediate executive officer for revision of your specific job description.

B. Applicable to all Regional Service Directors

1. Implement the programme at the District and Club level.
2. Conduct workshops relating to the programme at the Regional Convention.
3. Present the programme personally at District Conferences and to Clubs as distance and time allow.
4. Prepare promotional and reporting articles for publication in the Regional bulletin. If your Region does not have a bulletin write a newsletter relating to the programme on at least a quarterly basis and distribute to RD, District Governors (DGs), Club Presidents and appropriate ASD and ISD.
5. Monitor the progress of the programme in the Region.
6. Assist the RD in the training of DGs and Club Officers when appropriate.

C. Applicable to all Area Service Directors

1. Assist RDs in:
 - a. Selection of RSDs;
 - b. Refinements in job description for the RSDs;
 - c. Training of RSDs;
 - d. Establishing appropriate monitoring systems with the RSDs.
2. Prepare promotional and reporting articles for inclusion in the Area bulletin.
3. Conduct workshops relating to the programme at the Area Convention.
4. Monitor the progress of the programme in the Area and coordinate the efforts of the RSDs. Submit quarterly and annual reports to the AP and the ISD and RSDs in your Area.

D. Applicable to all International Service Directors

1. Assist APs in:
 - a. Selection of ASDs;
 - b. Refinements in job descriptions for the ASDs;
 - c. Training of ASDs;
 - d. Establishing appropriate monitoring system with the ASDs.
2. Prepare promotional and reporting articles for inclusion in "Y's Men's World."
3. Conduct workshops relating to the programme at the International Convention.
4. Monitor the progress of the programme internationally and coordinate the efforts of the ASDs. Submit quarterly and annual reports to APs, International Executive Officers (IEOs) and appropriate ASDs.

III. SPECIFIC JOB DESCRIPTIONS

The specific job descriptions which follow are thoroughly detailed for each programme and include the "In Common" job description outlined in Section II above. They are listed in order of the Regional Service Director, Area Service Director and International Service Director for each programme.

ASF – ALEXANDER SCHOLARSHIP FUND

REGIONAL SERVICE DIRECTOR (RSD) – JOB DESCRIPTION

The Alexander Scholarship Fund is an International programme supported by Y's Men to provide monetary assistance to college students and YMCA personnel throughout the world to enable them to train for professional careers in the YMCA. Scholarships are generally administered on an Area and an International basis but may in some instances be administered on a Regional basis. The International ASF budget is generally comprised of 10% of all funds collected locally for ASF. The remaining 90% are administered on the local/Regional/Area level. The Regional Service Director for ASF has the responsibility of coordinating efforts within the Region to obtain individual as well as Club contributions.

Suggested approaches:

1. Assist the Regional Director (RD) in establishing realistic goals for ASF in your Region, keeping in mind that 10% of what is collected will go to the International ASF.
2. From the Area Service Director (ASD) obtain and maintain information regarding the procedures and requirements for applying for ASF grants.
3. Develop a list of scholarship recipients from within your Region with specifics on how much money each received, which schools they attended and a record of their careers in the YMCA. Coordinate this information on a yearly basis with the amounts the Region has raised.
4. Using the information you have gathered, develop a half hour programme on ASF for presentation to Clubs and at District functions as distance and time allow. When convenient involve present or past recipients. Your programme should both emphasise the need for contributions and encourage candidates to apply for assistance and a subsequent career in the YMCA.
5. Prepare promotional and reporting articles on ASF for inclusion in the Regional bulletin. If your Region does not have a bulletin prepare a newsletter on ASF on at least a quarterly basis and send to all Club Presidents, District Governors (DGs), RD and ASD.
6. Conduct workshops on ASF at the Regional Convention.
7. Assist the RD in the training of DGs and Club Officers.
8. Submit a report on at least a quarterly basis and an annual written report to the RD and ASD. Include in your annual report your recommendation to obtain 100% participation and for realistic goals for the coming year.
9. Submit suggestions to the RD and ASD for revision of this job description.
10. Relinquish all ASF records to your successor.

ASF – ALEXANDER SCHOLARSHIP FUND

AREA SERVICE DIRECTOR (ASD) – JOB DESCRIPTION

The Alexander Scholarship Fund is an International programme supported by Y's Men to provide monetary assistance to college students and YMCA personnel throughout the world to enable them to train for professional careers in the YMCA. Scholarships are generally administered on an Area and an International basis but may in some instances be administered on a Regional basis. The International ASF budget is generally comprised of 10% of all funds collected locally for ASF. The remaining 90% are administered on the local/regional/area level. The Area Service Director for ASF has the responsibility of coordinating the efforts of the Regional Service Directors (RSDs) in the Area in raising funds and in selecting the candidates for scholarships.

Suggested approaches:

1. Work with the Regional Directors (RDs) to recruit and train RSDs so that each Region is prepared to efficiently promote ASF. In coordination with the respective RD make sure that each RSD has a suitable job description for his/her assignment.
2. Assist in reaching the established ASF goals for the Area and each Region, keeping in mind that 10% of what is collected will go to the International ASF.
3. Develop and maintain promotional materials for ASF.
4. Establish an appropriate system for the collection of contributions and monitor the flow of cash from the Clubs and Regions to the designated Area recipient.
5. Set up a monitoring system with the RSDs for the attainment of their goals. Maintain an overall monitoring system for the Area and furnish a report on at least a quarterly basis to the Area President (AP), International Service Director (ISD) and RSDs for ASF.
6. Receive applications for scholarship and make the selections in coordination with a selection committee.
7. Prepare promotional and reporting articles on ASF for inclusion in the Area bulletin. Include information on contributions made and selections of scholarship recipients.
8. Prepare an annual report in June summarising the year's progress in fund raising and the success of scholarship recipients and accounting for money received and expended. Submit this annual report to the AP, the ASF Trustees, RDs, RSDs, ISD, the International Council Members from your Area and the International Secretary General.
9. Conduct workshops on ASF at the Area Convention.
10. Submit suggestions to your AP and ISD for revision of this job description.
11. Relinquish all ASF records to your successor.

ASF – ALEXANDER SCHOLARSHIP FUND**INTERNATIONAL SERVICE DIRECTOR (ISD) – JOB DESCRIPTION**

The Alexander Scholarship Fund is an International programme supported by Y's Men to provide monetary assistance to college students and YMCA personnel throughout the world to enable them to train for professional careers in the YMCA. Scholarships are generally administered on an Area and an International basis but may in some instances be administered on a Regional basis. The International ASF budget is generally comprised of 10% of all funds collected locally for ASF. The remaining 90% are administered on the local/regional/area level. The International Service Director for ASF has the responsibility of coordinating the efforts of the Area Service Directors (ASDs) and administering the contributions received from each Area for use in awarding international scholarships.

Suggested approaches:

1. Work with the Area Presidents (APs) to recruit and train ASDs so that each Area is prepared to efficiently promote ASF. In coordination with the respective AP make sure each ASD has a suitable job description for his/her assignment.
2. Assist in reaching the established ASF goals for International and for each Area.
3. Assist the ASDs in setting up promotional material on ASF appropriate for their Area.
4. Prepare promotional and reporting articles on ASF for inclusion in "Y's Men's World."
5. Conduct workshops on ASF at the International Convention.
6. Set up a reporting system with each ASD for the attainment of their goals. Maintain an overall monitoring system for the worldwide ASF effort and furnish a report on a quarterly or at least an annual basis to the International Executive Officers, the APs, the ASDs and the International Secretary General (ISG).
7. In coordination with the World Alliance of YMCAs assist in the selection of scholarship recipients from International ASF.
8. Submit suggestions to the International President and the ISG for revision of this job description.
9. Relinquish all ASF records to your successor.

BF – BROTHERHOOD FUND**REGIONAL SERVICE DIRECTOR (RSD) – JOB DESCRIPTION**

The Brotherhood Fund, originally called the Bishop's Fund, was established to defray travel expenses for Y's Men, enabling them to visit Y's Men in other areas. Although the collection and sale of postage stamps has been the historic method of raising money, the major source of funds is cash contributions from Clubs around the world. The Regional Service Director for the Brotherhood Fund is charged with the responsibility of promoting Brotherhood Fund trips, encouraging all Y's Men and Clubs in the Region to participate, coordinating their efforts and reporting on their progress.

Suggested approaches:

1. Assist the Regional Director (RD) in establishing goals for BF.
2. Seek to establish a BF Chairperson in each Club.
3. Assist the RD in the training of District Governors and Club Officers relative to BF.
4. Prepare promotional and reporting articles for inclusion in the Regional bulletin and newsletter on BF on at least a quarterly basis and send to all Club BF Chairpersons and Club Presidents, RD and Area Service Director (ASD).
5. Publicise the BF grants available for delegates from the Area.
6. Conduct BF forums at District and Regional functions.
7. Develop a half hour programme on BF for presentation by personal visitation to Clubs and at District functions as distance and time allow.
8. Coordinate visitations to Clubs by returning BF delegates.
9. Establish a system for the Clubs to turn in their stamps or cash contributions to you or some other designated person as conforms to Regional policy.
10. Acknowledge receipt of stamps or cash from the Clubs.
11. Keep records of stamps and cash received by the Region from the Clubs.
12. Make sure that stamps received by the Region are promptly transmitted to the Area Philatelist, and the cash to the Area Treasurer, the ASD or ISD for BF or International Headquarters, whichever is the Area policy. Send copies of transmittal letters to the ASD and ISD.
13. Submit a monthly report to the ASD and RD on the cash and stamps received by the Region during the month ended together with a cumulative total for the year to date and the average points per Club. Submit your final annual report to the ASD, ISD and RD as requested.
14. Submit suggestions to your RD and ASD for revision of this job description.
15. Relinquish all BF records to your successor.

18 April 2000

BF – BROTHERHOOD FUND**AREA SERVICE DIRECTOR (ASD) – JOB DESCRIPTION**

The Brotherhood Fund, originally called the Bishop's Fund, was established to defray travel expenses for Y's Men, enabling them to visit Y's Men in other areas. Although the collection and sale of postage stamps has been the historic method of raising money, the major source of funds is cash contributions from Clubs around the world. The Area Service Director for the Brotherhood Fund is charged with the responsibility of promoting Brotherhood Fund trips, encouraging participation by all Regions, monitoring the progress and lending assistance to the Regional Service Directors (RSDs).

Suggested approaches:

1. Work with the Regional Directors (RDs) to recruit and train RSDs so that each Region is prepared to efficiently promote the BF programme. In coordination with the respective RD make sure that each RSD has a suitable job description for his/her assignment.
2. Assist in reaching the established BF goals for the Area and each Region.
3. Obtain information from the Area Philatelist and other sources on which stamps are marketable and transmit this information to the RSDs.
4. Prepare promotional and reporting articles for inclusion in the Area bulletin.
5. Publicise the BF grants available for delegates from the Area.
6. Conduct BF forums and displays at the Area Convention.
7. Monitor the flow of stamps from the Regions to the Area Philatelist and the cash from the Regions and the Area Philatelist to the Area Treasurer, ISD or International Headquarters.
8. Keep records of stamps and cash submitted by the Regions in the Area.
9. Submit a monthly report to the Area President (AP), International Service Director (ISD), RSDs for BF in your Area and International Council Members in your Area on the cash and stamps contributed by the Regions during the month just ended together with a cumulative total and the average points per Club for the year to date. Submit your final report as requested by ISD.
10. Submit suggestions to your AP and ISD for BF for revision of this job description.
11. Relinquish all BF records to your successor.

BF – BROTHERHOOD FUND**INTERNATIONAL SERVICE DIRECTOR (ISD) – JOB DESCRIPTION**

The Brotherhood Fund, originally called the Bishop's Fund, was established to defray travel expenses for Y's Men, enabling them to visit Y's Men in other areas. Although the collection and sale of postage stamps has been the historic method of raising money, the major source of funds is cash contributions from Clubs around the world. The International Service Director for the Brotherhood Fund is charged with the responsibility of encouraging participation by all Areas, monitoring the progress and lending assistance to the Area Service Directors (ASDs).

Suggested approaches:

1. Work with the Area Presidents (APs) to recruit and train ASDs and Area Philatelists so that each Area is prepared to efficiently promote and administer the BF programme. In coordination with the respective AP make sure that each ASD has a suitable job description for his/her assignment.
2. Assist in reaching the established BF goals for International and each Area.
3. Administer the development and maintenance of a supply of appropriate promotional materials on BF.
4. Conduct BF forums and displays at the International Convention.
5. Administer an appropriate award system for BF.
6. Prepare promotional and reporting articles for inclusion in "Y's Men's World."
7. Keep records of stamps and cash submitted by all the Regions.
8. Submit a monthly report to the International Executive Officers, International Secretary General (ISG), APs and ASDs on the cash and stamps contributed by the Regions during the month just ended together with a cumulative total and the average points per Club for the year to date. Submit your final report by 31 July.
9. Submit suggestions to the International President and ISG for revision of this job description.
10. Relinquish all BF records to your successor.

CE – CHRISTIAN EMPHASIS**REGIONAL SERVICE DIRECTOR (RSD) – JOB DESCRIPTION**

The Regional Service Director for Christian Emphasis has responsibility for implementing and emphasising Guideline 201: " 'Based on the teachings of Jesus Christ' means that Y's Men acknowledge what Jesus Christ has taught and that the acceptance of the teachings leads Y's Men to be prepared to put His words into action. They become guidelines for Y's Men's decision-making, for Y's Men's mode of operation as clubs, as an international association and for the way of life of Y's Men as individuals." It is not the responsibility of the RSD to build up a specific Christian Emphasis structure but rather to enable Christian Emphasis be a part of all other structures within Y's Men International so that no Y's Men activities are planned and conducted without stressing that Y's Men International is an organisation based upon the teachings of Jesus Christ. The RSD is an important two-way communication link in our organisation. Communication about Christian Emphasis may be through Regional bulletins and also through special Christian Emphasis letters to Regional officers and Club Presidents.

Suggested approaches:

1. Start to work immediately with already elected officers rather than wait for the election of Service Directors for Christian Emphasis at other levels.
2. Provide devotional materials for the Regional bulletin.
3. Assist the Host Committee Chairperson in planning devotions and a church service for the Regional Convention/Conference.
4. Assist Clubs and Districts in providing Club members with material on Christian Emphasis.
5. Assist Clubs and Districts in planning devotions for Club and District events, e.g., conventions/conferences and meetings, which should always open or close with some indication of our Christian basis. At some events a church service may be appropriate to indicate that we are a Christian movement. In other cases hymn singing, "The Y's Men's Grace" or some devotional words should be included.
6. Submit suggestions to the Regional Director and Area Service Director for revision of this job description.
7. Relinquish all Christian Emphasis records to your successor.

CE – CHRISTIAN EMPHASIS**AREA SERVICE DIRECTOR (ASD) – JOB DESCRIPTION**

The Area Service Director for Christian Emphasis has responsibility for implementing and emphasising Guideline 201: " 'Based on the teachings of Jesus Christ' means that Y's Men acknowledge what Jesus Christ has taught and that the acceptance of the teachings leads Y's Men to be prepared to put His words into action. They become guidelines for Y's Men's decision-making, for Y's Men's mode of operation as clubs, as an international association and for the way of life of Y's Men as individuals." It is not the responsibility of the ISD to build up a specific Christian Emphasis structure but rather to enable Christian Emphasis be a part of all other structures within Y's Men International so that no Y's Men activities are planned and conducted without stressing that Y's Men International is an organisation based upon the teachings of Jesus Christ. The ASD is an important two-way communication link in our organisation. Communication about Christian Emphasis may be through Area bulletins and also through special Christian Emphasis letters to Area officers, Regional Directors (RDs) and Regional Service Directors (RSDs).

Suggested approaches:

1. Start to work immediately with already elected officers rather than wait for the election of Service Directors for Christian Emphasis at other levels.
2. Provide devotional articles for the Area bulletin.
3. Assist the Host Committee Chairperson (HCC) in planning devotions and a church service as part of the Area Convention programme.
4. Assist RSDs/RDs/HCCs in planning devotions for Regional Conventions/Conferences.
5. Assist RSDs/RDs in providing printed materials on Christian Emphasis, including articles for Regional bulletins.
6. Work with RDs or appointed RSDs to encourage Club Officers to include Christian Emphasis when planning any Club programme. Club meetings may open or close with a devotion or hymn singing. Before meals "The Y's Men's Grace" may be used.
7. Submit suggestions to the Area President and International Service Director for revision of this job description.
8. Relinquish all Christian Emphasis records to your successor.

CE – CHRISTIAN EMPHASIS**INTERNATIONAL SERVICE DIRECTOR (ISD) – JOB DESCRIPTION**

The International Service Director for Christian Emphasis has responsibility for implementing and emphasising Guideline 201: " 'Based on the teachings of Jesus Christ' means that Y's Men acknowledge what Jesus Christ has taught and that the acceptance of the teachings leads Y's Men to be prepared to put His words into action. They become guidelines for Y's Men's decision-making, for Y's Men's mode of operation as clubs, as an international association and for the way of life of Y's Men as individuals." It is not the responsibility of the ISD to build up a specific Christian Emphasis structure but rather to enable Christian Emphasis be a part of all other structures within Y's Men International so that no Y's Men activities are planned and conducted without stressing that Y's Men International is an organisation based upon the teachings of Jesus Christ. The ISD is an important two-way communication link in our organisation. Communication about Christian Emphasis may be through "Y's Men's World" and also through special Christian Emphasis letters to International officers, Area Presidents (APs) and Area Service Directors (ASDs).

Suggested approaches:

1. Start to work immediately with already elected officers rather than wait for the election of Service Directors for Christian Emphasis at other levels.
2. Provide "Y's Men's World" with devotional articles.
3. Assist the Host Committee Chairperson (HCC) in planning devotions and a church service as part of the International Convention programme.
4. Assist ASDs/APs/HCCs in planning devotions for Area Conventions.
5. Assist ASDs/APs in providing printed materials on Christian Emphasis, including articles for Area/Regional bulletins.
6. Work with APs or appointed ASDs to encourage Regional officers to include Christian Emphasis when planning any Y's Men activity. Where a church service is not appropriate programmes may start with hymn singing and a devotion. Devotional singing before meals may be appropriate, e.g., "The Y's Men's Grace."
7. Submit suggestions to the International President and International Secretary General for revision of this job description.
8. Relinquish all Christian Emphasis records to your successor.

CS – COMMUNITY SERVICE**REGIONAL SERVICE DIRECTOR (RSD) – JOB DESCRIPTION**

The second objective for a Y's Men's Club is "to support other worthy organisations". Many Y's Men's Clubs carry out service projects in the community – either directly or through the YMCA (or other organisations). Such community service is an important part of our image as an independent international service organisation serving the YMCA and the community. The Regional Service Director is responsible for coordinating the efforts of the Clubs in the Region, with a goal of 100% Club participation.

Suggested approaches:

1. Contact the Area Service Director (ASD) for Community Service to obtain information on past, present and proposed Community Service projects. Distribute appropriate information to the Clubs for promotional work.
2. Assist the Regional Director (RD) in establishing realistic goals for Community Service in the Region and in the training of District Governors (DGs) and Club Officers.
3. Prepare promotional articles on Community Service for publication in the Regional bulletin. If your Region does not have a bulletin, prepare a newsletter quarterly and distribute to DGs, Club Presidents, RD and ASD.
4. Conduct workshops on Community Service at the Regional Convention.
5. Prepare a half-hour talk for presentation to Clubs using details on Community Service projects in the Region, Area and International. Take the initiative to present your programme to Clubs that have been weak in support of Community Service. Offer your programme to Clubs as your time permits, hopefully at least one visitation per month (when practical considering travel distances).
6. Submit details of new Community Service projects promptly and send mid-year and end-of-year reports to the RD and ASD. Include your recommendations for obtaining 100% Club participation and for realistic goals for the coming year.
7. Submit suggestions to the RD and ASD for revision of this job description.
8. Relinquish all Community Service records to your successor.

CS – COMMUNITY SERVICE**AREA SERVICE DIRECTOR (ASD) – JOB DESCRIPTION**

The second objective for a Y's Men's Club is "to support other worthy organisations". Many Y's Men's Clubs carry out service projects in the community – either directly or through the YMCA (or other organisations). Such community service is an important part of our image as an independent international service organisation serving the YMCA and the community. The Area Service Director is responsible for coordinating the efforts of the Regional Service Directors in the Area.

Suggested approaches:

1. Work with the Regional Directors (RDs) to recruit and train Regional Service Directors (RSDs) so that each Region is prepared to efficiently promote the Community Service programme. In coordination with the respective RD make sure that each RSD has a suitable job description for his/her assignment.
2. Assist the International Service Director (ISD) in obtaining and collating in a database information on Community Service undertaken directly or through the YMCA and/or any other organisation over the last few years.
3. Obtain information on past, present and proposed Community Service programmes from the ISD. Distribute appropriate information to the RSDs for promotional work.
4. Prepare promotional and reporting articles on Community Service for inclusion in the Area bulletin.
5. Conduct workshops on Community Service at the Area Convention.
6. Submit details of new Community Service projects promptly and send mid-year and end-of-year reports to the Area President (AP), ISD, RSDs for Community Service in your Area and International Council Members in your Area on the progress of the Regions in the Area.
7. Submit suggestions to the AP and ISD for revision of this job description.
8. Relinquish all Community Service records to your successor.

CS – COMMUNITY SERVICE**INTERNATIONAL SERVICE DIRECTOR (ISD) – JOB DESCRIPTION**

The second objective for a Y's Men's Club is "to support other worthy organisations". Many Y's Men's Clubs carry out service projects in the community – either directly or through the YMCA (or other organisations). Such community service is an important part of our image as independent international service organisation serving the YMCA and the community. An International Service Director is vital for surveying, monitoring and promoting the concept internationally and coordinating the work of the Area Service Directors.

Suggested approaches:

1. Work with the Area Presidents (APs) to recruit and train Area Service Directors (ASDs) so that each Area is prepared to efficiently promote Community Service. In coordination with the respective AP, make sure each ASD has a suitable job description for his/her assignment.
2. Obtain and collate in a database information on Community Service undertaken directly or through the YMCA and/or any other organisation over the last few years.
3. Analyse the data, categorise it and disseminate to the ASDs information for promotional purposes.
4. Prepare promotional and reporting articles on Community Service for inclusion in "Y's Men's World."
5. Conduct workshops on Community Service at the International Convention.
6. Set up a reporting system with each ASD to monitor progress and obtain information on new projects. Maintain an overall monitoring system for the worldwide community service effort and send mid-year and end-of-year reports to the International Executive Officers, APs, ASDs and the International Secretary General (ISG).
7. Submit suggestions to the International President and the ISG for revision of this job description.
8. Relinquish all Community Service records to your successor.

E – EXTENSION**REGIONAL SERVICE DIRECTOR (RSD) – JOB DESCRIPTION**

The Regional Service Director for Extension has the prime responsibility for coordinating the development and chartering of new Y's Men's Clubs in the Region. The success of the RSD for Extension will be determined by his/her knowledge of YMCAs and communities in the Region presently without Y's Men's Clubs, the implementation of a planned Extension programme involving the District Governors (DGs) and Sponsor Clubs, and the use of a system of monitoring the Extension efforts.

Suggested approaches:

1. Contact the Area Service Director (ASD) to obtain recommended methods for the development and chartering of new Clubs.
2. Assist the Regional Director (RD) in establishing a meaningful goal for Extension in your Region and enlist the aid of the DGs and Clubs in the Region to meet this goal.
3. With the assistance of the ASD, your Regional Y's Men's Liaison with the YMCA and the YMCA staff person assigned to Y's Men in your Region, develop a list of the YMCAs and communities having the best likelihood for a Y's Men's Club. Contact the executives of these YMCAs or community leaders through personal visitation by the best trained Y's Men available in the community to present a definite plan to develop a new Club.
4. After receiving a commitment from the YMCA executive or community leader to start a Y's Men's Club using the plan you have suggested, assign a DG and Sponsor Club to assist in the development.
5. Prepare promotional and reporting articles on Extension for inclusion in the Regional bulletin. If your Region does not have a bulletin prepare a newsletter on Extension on at least a quarterly basis and send to all Club Presidents, RD, ASD and DGs.
6. Conduct Extension workshops at District and Regional functions.
7. Assist the RD in the training of DGs and Club Officers relative to Extension methods.
8. Monitor the progress of all Extension efforts in your Region.
9. Make quarterly reports to your RD and ASD for Extension and submit an annual written report.
10. Submit suggestions to the RD and ASD for revision of this job description.
11. Relinquish all Extension records to your successor.

E – EXTENSION**AREA SERVICE DIRECTOR (ASD) – JOB DESCRIPTION**

The Area Service Director for Extension has the prime responsibility for coordinating the development and chartering of new Y's Men's Clubs in the Area. The success of the ASD for Extension will be determined by his/her knowledge of YMCAs and communities in the Area presently without Y's Men's Clubs, the training of Regional Service Directors (RSDs) for Extension, the ability to be creative and the maintenance of a meaningful monitoring system.

Suggested approaches:

1. Work with the Regional Directors (RDs) to recruit and train RSDs so that each Region has an efficient and continuous programme for developing and chartering new Y's Men's Clubs. In coordination with the respective RD make sure each RSD has a suitable job description for his/her assignment.
2. Assist in reaching the established goals for Extension for the Area and each Region.
3. Develop and maintain Extension brochures and methods appropriate for your Area.
4. Working with YMCA directories determine which Associations do not have Y's Men's Clubs. In coordination with the RSDs initiate contacts with the executives of these YMCAs in order to commence the development of Y's Men's Clubs.
5. Establish contact with all YMCA staff persons assigned as liaison to the Y's Men movement. Make sure that they are aware of your positive Extension programme, that promotional materials are available and that you have localised trained persons to assist in developing new Clubs.
6. Set up a reporting system with each RSD to monitor progress towards the attainment of their goals. Maintain an overall monitoring system for the Area and furnish a report on a quarterly and annual basis to the Area President (AP), the International Service Director (ISD), the RSDs for Extension in your Area and the International Council Members in your Area.
7. Prepare promotional and reporting articles for inclusion in the Area bulletin.
8. Conduct Extension workshops at the Area Convention.
9. Submit suggestions to the AP and ISD for revision of this job description.
10. Relinquish all Extension records to your successor.

E – EXTENSION**INTERNATIONAL SERVICE DIRECTOR (ISD) – JOB DESCRIPTION**

The International Service Director for Extension has the prime responsibility for coordinating the development and chartering of new Y's Men's Clubs throughout the world. The success of the ISD for Extension will be determined by his/her knowledge of YMCAs and communities throughout the world without Y's Men's Clubs, the training of Area Service Directors (ASDs) for Extension, the ability to be creative and the maintenance of a meaningful monitoring system.

Suggested approaches:

1. Work with the Area Presidents (APs) to recruit and train ASDs so that each Area has an efficient and continuous programme for developing and chartering new Y's Men's Clubs. In coordination with the respective APs make sure each ASD has a suitable job description for his/her assignment.
2. Assist in reaching the established goals for Extension for International and each Area.
3. Assist the ASDs in setting up Extension material and methods appropriate for their Area.
4. Prepare promotional and reporting articles for inclusion in "Y's Men's World."
5. Conduct Extension workshops at the International Convention.
6. Write an Extension newsletter on at least a quarterly basis and distribute to APs, International Executive Officers and ASDs for Extension.
7. In coordination with the Y's Men's Liaison with the World Alliance of YMCAs and the appropriate ASDs and APs initiate the development and chartering of Y's Men's Clubs in countries throughout the world where there are no Y's Men's Clubs.
8. Set up a reporting system with each ASD to monitor progress towards the attainment of their goals. Maintain an overall monitoring system for worldwide Extension progress and furnish a report on a quarterly and annual basis to the International Executive Officers, the APs, the ASDs and the International Secretary General (ISG).
9. Submit suggestions to the International President and the ISG for revision of this job description.
10. Relinquish all Extension records to your successor.

EF – ENDOWMENT FUND**REGIONAL SERVICE DIRECTOR (RSD) – JOB DESCRIPTION**

The Endowment Fund is an International Fund managed by a five-member Board of Trustees and supported by Y's Men's Clubs and individuals in order to provide the necessary financial aid and stability for the present and future development of Y's Men International. Gifts and bequests to the Fund are generally undesignated monetary amounts which, when received, are held in trust and invested by the Board of Trustees in the best non-speculative, interest-bearing investments available at the time. It is Endowment Fund policy that only the income from these investments is available to be spent, and then only by a majority action of the International Council. Any expenditure from the Fund may be spent only with the concurrence of at least four of the five Trustees and by action of a majority of the International Council.

Suggested approaches:

1. Assist the Regional Director (RD) in the establishment of realistic goals for Endowment in the Region, based upon the Area and International goals which have been established.
2. Prepare promotional and reporting articles on Endowment for inclusion in the Regional bulletin. If the Region does not issue a bulletin, prepare a newsletter about Endowment at least quarterly and send it to all Club Presidents, District Governors, the RD and the Area Service Director (ASD) for Endowment. Request assistance and information for these articles from the ASD and International Service Director.
3. Using information gathered, develop a 15 to 20 minute Endowment presentation for Club meeting programmes and District functions. Let the Clubs and Districts know that you are available to present it to their meetings.
4. Notify the ASD for Endowment of the dates scheduled for Regional Conventions as soon as they are set.
5. During the Regional Convention provide for a display featuring a facsimile of the Golden Book. Encourage Clubs and individuals to make commemorative, honorary or memorial presentations during Regional, District and Club events.
6. Assist individuals and Clubs in the preparation of citations or tributes which may be inserted into the Golden Book. Approximately 100 words are suggested.
7. Prepare a semi-annual progress report to the RD and ASD for Endowment.
8. Distribute information supplied by the ASD as may be appropriate, including the annual report of income, expenditure and Fund balance.
9. If copies are offered by the ASD, maintain a Regional EF facsimile of the Golden Book. Utilise this miniature Golden Book in Club and Regional promotion of the EF.
10. Submit suggestions to the RD and ASD for Endowment for revision of this job description.
11. Relinquish all Endowment files to your successor.

EF – ENDOWMENT FUND

AREA SERVICE DIRECTOR (ASD) – JOB DESCRIPTION

The Endowment Fund is an International Fund managed by a five-member Board of Trustees and supported by Y's Men's Clubs and individuals in order to provide the necessary financial aid and stability for the present and future development of Y's Men International. Gifts and bequests to the Fund are generally undesignated monetary amounts which, when received, are held in trust and invested by the Board of Trustees in the best non-speculative, interest-bearing investments available at the time. It is Endowment Fund policy that only the income from these investments is available to be spent, and then only by a majority action of the International Council. Any expenditure from the Fund may be spent only with the concurrence of at least four of the five Trustees and by action of a majority of the International Council.

Suggested approaches:

1. Establish Area Endowment Fund (EF) income objectives based on previous giving and in consultation with Regional Directors (RDs) and the International Service Director (ISD) for Endowment.
2. Encourage each RD to appoint a Regional Service Director (RSD) for Endowment.
3. Develop a programme for EF promotion within the Area.
4. Prepare promotional and reporting articles on Endowment for inclusion in the Area bulletin. Include information about the many means Clubs and individuals may choose to support the EF.
5. Maintain and disseminate promotional materials for the EF which have been developed by the ISD for Endowment and/or EF Trustees. If the Area has an office, ensure that a supply of materials is on hand at all times, available for distribution.
6. Establish and/or maintain an appropriate system of recording contributions and tributes which are sent by Regions and/or Clubs. Forward all funds and tributes to the ISD as received.
7. Semi-annually, or as requested, send reports to the ISD and Area President (AP) about the Area's progress toward meeting its established goals.
8. Conduct workshops for promotion and interpretation of Endowment during the Area Convention, or as may be requested in cooperation with the Regional leadership.
9. Maintain and distribute a Golden Book facsimile which will include those tributes or other entries involving the Area. Arrange that this book be available at all Area Conventions for display and promotion of the EF, and (subject to scheduling) at Regional or Club meetings when requested. Note: In some Areas each RSD maintains a facsimile Golden Book with copies of entries relating specifically to that Region.
10. Monitor the movement of the facsimile Golden Book(s) so as to know its (their) whereabouts.
11. Assist RSDs for Endowment (and RDs as necessary) to ensure maximum visibility for the Endowment programme via Club programmes, displays, bulletins, etc.
12. Request from the EF Trustees an annual report of the income, expenditure and Fund balance and circulate it to the RSDs for Endowment.
13. Submit suggestions to the AP and ISD for Endowment for revision of this job description.
14. Relinquish all Endowment files to your successor.

EF – ENDOWMENT FUND**INTERNATIONAL SERVICE DIRECTOR (ISD) – JOB DESCRIPTION**

The Endowment Fund is an International Fund managed by a five-member Board of Trustees and supported by Y's Men's Clubs and individuals in order to provide the necessary financial aid and stability for the present and future development of Y's Men International. Gifts and bequests to the Fund are generally undesignated monetary amounts which, when received, are held in trust and invested by the Board of Trustees in the best non-speculative, interest-bearing investments available at the time. It is Endowment Fund policy that only the income from these investments is available to be spent, and then only by a majority action of the International Council. Any expenditure from the Fund may be spent only with the concurrence of at least four of the five Trustees and by action of a majority of the International Council.

Suggested approaches:

1. In consultation with the EF Trustees and the International Executive Officers (IEOs), establish the International goals of the EF and the suggested means by which these goals should be promoted and achieved.
2. Communicate with the Area Service Directors (ASDs), or Area Presidents (APs) if need be, to establish and promote the Area goals for the EF.
3. Supply those EF promotion materials needed to fully understand and solicit support from Clubs and individuals in each of the Areas and Regions.
4. Prepare and send reports and EF-related stories to the Editor of "Y's Men's World" for publication in each issue and urge ASDs to similarly send copy to their Area Bulletin Editors.
5. Edit or arrange for editing of each tribute received from donors to the EF and send the edited tributes to IHQ for entry into the Golden Book. Also send copies of the edited tribute, along with appropriate acknowledgements, to the donors, ASDs, EF Trustees and others.
6. Maintain a continuing and timely communication with IHQ concerning all gifts to the EF and the related Golden Book entries, or names to be entered on the Honour Roll or list of Paul William Alexander Fellows. Copies of all correspondence should be sent to the Trustee Chairperson, the Trustee Treasurer, the appropriate ASDs and others as required and appropriate.
7. Prepare mid-year reports and year-end reports for the Trustees and IEOs as requested.
8. If the ISD is not the Chairperson of the Trustees, the ISD must work extremely closely with the Trustees to keep them informed and involved in the promotion of the EF and the efforts being made in all Areas to achieve the EF goals.
9. Submit suggestions to the International President and the International Secretary General for revision of this job description.
10. Relinquish all Endowment records to your successor.

H – HISTORIAN**REGIONAL HISTORIAN – JOB DESCRIPTION**

History is a chronological record of significant events with an explanation of their cause. A Historian is a student or writer of history who produces a scholarly study of events.

Suggested approaches:

1. Establish a filing system recommended by and available from the International Historian.
2. Attempt to retrieve as much material as you can on subjects of historical importance between 1972 and your start of office. Obtain necessary information from the Area or International Historian.
3. Encourage all Clubs in your Region to send you a copy of their Club bulletin and clip information of a historical nature from them for filing. Maintain a Regional Bulletin File.
4. Furnish information and/or research as may be requested.
5. Submit suggestions to the RD and Area or International Historian for revision of this job description.
6. Relinquish all files to your successor.

H – HISTORIAN

AREA HISTORIAN – JOB DESCRIPTION

History is a chronological record of significant events with an explanation of their cause. A Historian is a student or writer of history who produces a scholarly study of events.

Suggested approaches:

1. Establish a filing system recommended by and available from the International Historian.
2. Attempt to retrieve as much material as you can on subjects of historical importance between 1972 and your start of office. Obtain necessary information from the International Historian or if necessary research it from within the Area.
3. Encourage all Regions in your Area to send you a copy of their Regional bulletin for your file. Extract pertinent items of a historical nature.
4. Furnish information and/or research as may be requested.
5. Submit suggestions to the AP and International Historian for revision of this job description.
6. Relinquish all files to your successor.

H – HISTORIAN**INTERNATIONAL HISTORIAN – JOB DESCRIPTION**

History is a chronological record of significant events with an explanation of their cause. A Historian is a student or writer of history who produces a scholarly study of events.

Suggested approaches:

1. Obtain records and files of Immediate Past International Historian.
2. Maintain a filing system similar to established procedures to ensure continuity of record keeping. Obtain approval from the International Council of any significant change and advise the Archivist at the University of Minnesota of any approved changes.
3. Encourage the International Headquarters, Area Presidents or Office, Regional Directors or Office and Area and Regional Historians to send you copies of bulletins and letters that report historic information or events.
4. Furnish information and/or research as may be requested.
5. Have all International Council and Mid-Year Meeting Minutes microfilmed every three to five years, depending on volume of pages.
6. Provide for hard cover binding of past issues of "Y's Men's World" and any consistent publication of Area bulletins where binding is practicable.
7. Supply all historical files no longer required by your office, using the file identity system approved in item 2 above, to the Archivist of the University of Minnesota.
8. Submit suggestions to the International President and International Secretary General for changes to this job description and those of the Area and Regional Historians as may be required.
9. Relinquish all files to your successor.

IBC – INTERNATIONAL BROTHER CLUBS**REGIONAL SERVICE DIRECTOR (RSD) – JOB DESCRIPTION**

Through the International Brother Club programme Y's Men can gain a greater understanding of world brotherhood. Regular communications between Clubs of different countries on a continuous basis strengthens the international scope of the Y's Men movement. This programme is so important to the continuation of Y'sdom on an international level that a Regional Service Director is vital for promoting the concept in the Region.

Suggested approaches:

1. Assist the Regional Director (RD) in establishing realistic goals for IBCs in the Region.
2. Maintain a list of Clubs in the Region that have Brother Clubs, the names of their Brother Clubs and the year that the relationship was established. Check this list with the International Brother Club Roster and send corrections/updates as indicated. Rate each relationship as continuous and regular, occasional contacts or rare contacts.
3. Develop a half hour programme for presentation to Clubs in the Region that do not have Brother Club affiliations or are operating on a "rare contact" basis. Set a goal of one visitation per month during your term and take the initiative as necessary to present your programme (when practical, considering travel distances).
4. Assist Clubs in establishing the IBC relationship by furnishing lists of Clubs in other countries that are seeking a Brother Club in the Region.
5. Assist the RD in the training of District Governors (DGs) and Club Officers.
6. Conduct workshops on IBC at the Regional Convention.
7. Prepare promotional and reporting articles on IBC for publication in the Regional bulletin. If your Region does not have a bulletin write a newsletter quarterly and distribute to DGs, Club Presidents, RDs and Area Service Director (ASD) for IBC.
8. Coordinate Club requests for Brother Clubs with the ASD for IBC.
9. Prepare a written quarterly report on your efforts for the RD and ASD. Prepare an annual written report for the RD and ASD for IBC showing the progress made and your recommendations for the next year.
10. Submit suggestions to the RD and ASD for revision of this job description.
11. Maintain good records and relinquish them to your successor.

IBC – INTERNATIONAL BROTHER CLUBS**AREA SERVICE DIRECTOR (ASD) – JOB DESCRIPTION**

Through the International Brother Club programme Y's Men can gain a greater understanding of world brotherhood. Regular communications between Clubs of different countries on a continuous basis strengthens the international scope of the Y's Men's movement. This programme is so important to the continuation of Y'sdom on an international level that an Area Service Director is vital for promoting the concept in the Area and coordinating the efforts of Regional Service Directors (RSDs).

Suggested approaches:

1. Work with the Regional Directors (RDs) to recruit and train RSDs so that each Region is prepared to efficiently promote the IBC programme. In coordination with the respective RD make sure that each RSD has a suitable job description for his/her assignment.
2. Assist in reaching the established IBC programme goals for the Area and each Region.
3. Prepare promotional and reporting articles on IBC for inclusion in the Area bulletin.
4. Conduct workshops on IBC at the Area Convention.
5. Act as a placement centre for establishing IBC relationships for Clubs in the Area with Clubs in other countries. Obtain lists of Clubs looking for a Brother Club from the RSDs and forward these lists to the International Service Director (ISD). Obtain lists of requests from other Areas from the ISD and circulate these lists among the RSDs.
6. Monitor the progress of development of Brother Clubs. Submit quarterly and annual reports to the Area President (AP), ISD and RSDs for IBC in your Area and to the International Council Members in your Area.
7. Obtain an annual written report in June from each RSD indicating which Clubs in his/her Region have a Brother Club relationship and with what Club. Check this list with the International Brother Club Roster and send corrections/updates as indicated. Also obtain a list of the Clubs that lack a Brother Club.
8. Submit suggestions to the AP and ISD for revision of this job description.
9. Maintain good records and relinquish them to your successor.

18 April 2000

IBC – INTERNATIONAL BROTHER CLUBS**INTERNATIONAL SERVICE DIRECTOR (ISD) – JOB DESCRIPTION**

Through the International Brother Club programme Y's Men can gain a greater understanding of world brotherhood. Regular communications between Clubs of different countries on a continuous basis strengthens the international scope of the Y's Men movement. This programme is so important to the continuation of Y'sdom on an international level that an International Service Director is vital for promoting the concept internationally and coordinating the efforts of Area Service Directors (ASDs).

Suggested approaches:

1. Work with Area Presidents (APs) to recruit and train ASDs so that each Area is prepared to efficiently promote the IBC programme. In coordination with the respective AP make sure that each ASD has a suitable job description for his/her assignment.
2. Assist in reaching the established IBC programme goals for International and each Area.
3. Write a newsletter quarterly and distribute to APs, International Executive Officers and ASDs for IBC.
4. Prepare promotional and reporting articles on IBC for inclusion in "Y's Men's World."
5. Conduct workshops on IBC at the International Convention.
6. Act as a placement centre for establishing Brother Club relationships throughout the world. Obtain lists of Clubs looking for a Brother Club from each ASD and circulate to the other ASDs. Assist as necessary in cementing the relationships between Clubs.
7. Monitor the progress of development of Brother Clubs. Submit quarterly reports and an annual report to the International Executive Officers, APs, ASDs and the International Secretary General (ISG).
8. Submit suggestions to the International President and ISG for revision of this job description.
9. Maintain good records and relinquish them to your successor.

LT – LEADERSHIP TRAINING

REGIONAL SERVICE DIRECTOR (RSD) – JOB DESCRIPTION

An organisation which ignores the training of its leaders will grow weak for lack of direction and continuity. The prime responsibility to train or provide training of incoming Club Officers, District Governors (DGs) and Regional Service Directors (RSDs) lies with the Regional Director (RD). Although the RD may be an excellent administrator he/she may lack time or ability to function as a trainer. The responsibility of the RSD for Leadership Training is to assist, to the extent requested by the RD, in the training of incoming Club Officers, DGs and RSDs. The RSD for Leadership Training should have some expertise in training, either from experience or from his/her occupation.

Suggested approaches:

1. Contact the Area Service Director (ASD) for Leadership Training to obtain the manuals, procedures and brochures available from the Area and International for use in training.
2. Review with your predecessor and the Immediate Past RD the training procedures, materials and calendar used in the Region the previous year. Determine what needs to be strengthened and emphasised during your year of responsibility.
3. Consult with your RD to determine to what extent you are to function as a trainer. Your responsibility may vary from that of an assistant on training to the RD to that of personally organising, scheduling and conducting all training sessions or conferences.
4. Consult with a YMCA professional near you for assistance and involvement in the actual training of officers to present the programme and purpose of the YMCA.
5. With the assistance of the ASD and in coordination with the RD and RD Elect develop training materials, procedures and calendar for training of the incoming Club Officers, DGs and RSDs.
6. Conduct appropriate training workshops at the Regional Convention.
7. Determine which persons presently in office are not trained and provide personal attention to have them trained promptly.
8. Submit a quarterly report to the RD and ASD for Leadership Training.
9. Your goal as RSD for Leadership Training is to have all incoming Club Officers, DGs and RSDs trained before they take office.
10. Submit suggestions to the RD and ASD for revision of this job description.
11. Relinquish all Leadership Training records and materials to your successor.

LT – LEADERSHIP TRAINING

AREA SERVICE DIRECTOR (ASD) – JOB DESCRIPTION

An organisation which ignores the training of its leaders will grow weak for lack of direction and continuity. The prime responsibility to train or provide training of incoming Regional Directors (RDs) and Area Service Directors (ASDs) lies with the Area President (AP). Although the AP may be an excellent administrator he/she may lack time or ability to function as a trainer. The responsibility of the ASD for Leadership Training is to assist, to the extent requested by the AP, in training incoming RDs and ASDs and to lend assistance as required to the Regional Service Directors (RSDs) for Leadership Training. The ASD for Leadership Training should have some expertise in training, either from experience or from his/her occupation.

Suggested approaches:

1. Contact the International Service Director (ISD) for Leadership Training to obtain the manuals, procedures and brochures available from International for use in training.
2. Review with your predecessor and the Immediate Past AP the training procedures, materials and calendar used in the Area the previous year. Determine what needs to be strengthened and emphasised during your year of responsibility.
3. Determine with your AP to what extent you are to function as a trainer. Your responsibility may vary from that of assistant on training to the AP to that of personally organising, scheduling and conducting all training sessions and conferences at Area level.
4. With the assistance of the ISD and in coordination with the AP and AP Elect develop training materials, procedures and calendar for training of incoming RDs and ASDs.
5. Act as a materials and procedures resource person for the RSDs for Leadership Training in the training of Club Officers, District Governors (DGs) and RSDs.
6. Conduct appropriate training workshops at the Area Convention.
7. Determine which RDs and ASDs are not trained and ensure they are trained promptly.
8. Establish an appropriate reporting system with the RSDs for Leadership Training to monitor the training of Club Officers, DGs and RSDs in your Area.
9. Submit a quarterly and an annual report on Leadership Training to the AP, ISD and RSDs for Leadership Training in your Area and to the International Council Members in your Area.
10. Assist RDs in selecting RSDs for Leadership Training and help prepare them for their assignment.
11. Your goal as ASD for Leadership Training is to have all incoming RDs and ASDs trained before they take office.
12. Submit suggestions to the AP and ISD for revision of this job description and the job description of the RSDs for Leadership Training.
13. Relinquish all Leadership Training records and materials to your successor.

LT – LEADERSHIP TRAINING

INTERNATIONAL SERVICE DIRECTOR (ISD) – JOB DESCRIPTION

An organisation which ignores the training of its leaders will grow weak for lack of direction and continuity. The prime responsibility to train or provide training of incoming Area Presidents (APs) and International Service Directors (ISDs) lies with the International President (IP). Although the IP may be an excellent administrator he/she may lack time or ability to function as a trainer. The responsibility of the ISD for Leadership Training is to assist, to the extent requested by the IP, in training incoming APs and ISDs and to lend assistance as required to the Area Service Directors (ASDs) for Leadership Training. The ISD for Leadership Training should have some expertise in training, either from experience or from his/her occupation.

Suggested approaches:

1. Obtain from IHQ the manuals, procedures and brochures available for use in training.
2. Review with your predecessor and Immediate Past IP the training procedures, materials and calendar used in International the previous year. Determine what needs to be strengthened and emphasised during your year of responsibility.
3. Determine with the IP and IP Elect to what extent you are to function as a trainer. Responsibility may vary from that of assistant on training to the IP and/or IPE to that of personally organising, scheduling and conducting all training sessions and conferences at International level.
4. By virtue of your office as ISD for Leadership Training you are an ex officio member of any International Task Force or Committee on Leadership Training.
5. With the assistance of the International Secretary General (ISG) and in coordination with the IP, IP Elect and Task Force or Committee on Leadership Training, develop training materials, procedures and calendar for training of incoming APs and ISDs.
6. Act as materials and procedures resource person for the ASDs and Regional Service Directors (RSDs) for Leadership Training in the training of ASDs, RDs, RSDs, District Governors (DGs) and Club Officers.
7. Conduct appropriate training workshops at the International Convention.
8. Determine which APs and ISDs are not trained and ensure they are trained promptly.
9. Assist APs in selecting ASDs for Leadership Training and help prepare them for their assignment.
10. Establish an appropriate reporting system with the ASDs for Leadership Training to monitor the training of ASDs, RDs, RSDS, DGs and Club Officers.
11. Submit a quarterly and an annual report on Leadership Training to the International Executive Officers, APs and ASDs for Leadership Training.
12. Your goal as ISD for Leadership Training is to have all incoming APs and ISDs trained before they take office.
13. Submit suggestions to the IP and ISG for revision of this job description and the job descriptions of ASDs and RSDs for Leadership Training.
14. Relinquish all Leadership Training records and materials to your successor.

MC – MEMBERSHIP – CONSERVATION

REGIONAL SERVICE DIRECTOR (RSD) – JOB DESCRIPTION

The Regional Service Director for Membership – Conservation is responsible for assisting Clubs to increase their membership to a level where they can operate as viable service organisations to their YMCAs and for monitoring the progress of newly chartered Clubs and lending the necessary assistance to prevent them from failing in the critical early period. Success will be enhanced by familiarity with the Clubs of the Region, implementation of tried and tested methods and ability to be creative.

Suggested approaches:

1. Contact the Area Service Director (ASD) to obtain recommended methods for increasing Club membership.
2. Assist the Regional Director (RD) in making a list of Clubs in the Region requiring immediate assistance in increasing their membership. Analyse the problems of each individual club and work out a programme with the said Club to increase its membership.
3. Coordinate efforts with the DGs and make them part of the process if possible.
4. For Clubs of 11-19 members and newly chartered Clubs: (a) ensure Club Officers are properly trained; (b) emphasise the importance of Club bulletins, good programmes, meeting at least twice a month throughout the year, having a service project for their YMCA and/or community and being involved beyond Club level; (c) encourage Clubs to set a goal for membership increase to be reached within approximately 60 days.
5. For Clubs of 10 or less members: (a) develop and implement a rebuilding programme as if a new Club were being formed, using the small number of remaining members as the steering committee; (b) establish a goal for membership increase to be accomplished within approximately 60 days. (c) monitor the progress of the rebuilding programme.
6. Maintain a progress chart of Clubs' efforts to increase their membership, to rebuild, and of newly chartered Clubs' efforts to strengthen themselves in numbers and service.
7. Prepare promotional and reporting articles on Membership – Conservation for inclusion in the Regional bulletin. If your Region does not have a bulletin prepare a newsletter on Membership – Conservation on at least a quarterly basis and send to all Club Presidents, Club MC Chairpersons, RD, ASD and DGs.
8. Submit your progress chart on MC efforts in a quarterly report to the RD and ASD. Prepare an annual report as a summation of increase in Membership and Conservation of Clubs and submit to your RD and ASD.
9. Conduct workshops on MC at the Regional Convention.
10. Assist the RD in establishing goals and in the training of DGs and Club Officers relative to MC.
11. Submit suggestions to the RD and ASD for revision of this job description.
12. Relinquish all MC records to your successor.

MC – MEMBERSHIP – CONSERVATION**AREA SERVICE DIRECTOR (ASD) – JOB DESCRIPTION**

The Area Service Director for Membership – Conservation has the responsibility of assisting Regional Service Directors (RSDs) for Membership – Conservation in their efforts to increase membership in Clubs with an inadequate number of members and of monitoring the progress of newly chartered Clubs.

Suggested approaches:

1. Work with the Regional Directors (RDs) to recruit and train RSDs so that each Region is prepared to give the proper emphasis to Membership – Conservation. In coordination with the RD make sure that each RSD has a suitable job description and available materials for his/her assignment.
2. Assist in reaching the established goals in Membership – Conservation for the Area and each Region.
3. Develop and record successful methods of increasing membership and rebuilding Clubs and distribute this information to the RSDs for implementation at the Club level.
4. Monitor the progress of the Regions in meeting their Membership – Conservation goals. Submit quarterly reports and an annual report for distribution to the RDs, RSDs, Area President (AP), International Service Director (ISD), International Secretary General and International Council Members from your Area.
5. Prepare promotional and reporting articles on Membership – Conservation for inclusion in the Area bulletin.
6. Conduct workshops on Membership – Conservation at the Area Convention.
7. Submit suggestions to the AP and ISD for revision of this job description.
8. Relinquish all Membership – Conservation records to your successor.

MC – MEMBERSHIP – CONSERVATION**INTERNATIONAL SERVICE DIRECTOR (ISD) – JOB DESCRIPTION**

The International Service Director for Membership – Conservation has the responsibility of assisting and coordinating the activities of the Area Service Directors (ASDs) for Membership – Conservation.

Suggested approaches:

1. Work with the Area Presidents (APs) to recruit and train ASDs so that each Area is prepared to give proper emphasis to Membership – Conservation. In coordination with the APs make sure that each ASD has a suitable job description for his/her assignment.
2. Assist in reaching established goals in Membership – Conservation for International and each Area.
3. Assist the ASDs in setting up Membership – Conservation materials and methods appropriate for their Area.
4. Prepare promotional and reporting articles for inclusion in "Y's Men's World."
5. Conduct workshops on Membership – Conservation at the International Convention.
6. Set up a reporting system with each ASD to monitor progress towards the attainment of their goals. Maintain an overall system of monitoring worldwide progress on membership increase and newly chartered Clubs. Furnish a report on a quarterly and annual basis to the International Executive Officers, the APs and the International Secretary General (ISG).
7. Submit suggestions to the International President and the ISG for revision of this job description.
8. Relinquish all Membership – Conservation records to your successor.

PR – PUBLIC RELATIONS**REGIONAL SERVICE DIRECTOR (RSD) – JOB DESCRIPTION**

Public Relations is a combination of things: publicity, which seeks to inform; promotion, which also seeks to inform while furthering and supporting a specific project; day-to-day activities designed to build sound and productive relations in a community that will enhance a group's reputation and its ability to serve. The Regional Service Director for Public Relations has the responsibility of raising public awareness and recognition of Y's Men International in the Region.

Suggested approaches:

1. **BE INFORMED** – Contact the Area Service Director (ASD) for PR to obtain informative manuals and brochures from the Area and International Headquarters to assist in identifying the publicity-worthy events and activities of the clubs and the Region, the places to spotlight them and how to do so.
2. **SET GOALS** – Assist the Regional Director (RD) in the establishment of realistic Regional goals for PR.
3. **TRAIN** – Assist the RD in the training of District Governors (DGs) and club PR Directors. Ensure that every club assigns a PR Director to work with you and the RD. Prepare a short programme to give to clubs so that they understand the importance of PR.
4. **ESTABLISH TEAMWORK** – Work with other RSDs who do related tasks, e.g. RSDs for Extension and Membership – Conservation, keeping in mind that each area of service enhances the others.
5. **COMMUNICATE** – Stay in regular contact with club officers, DGs and Regional teams to assist in publicising Y's Men events and activities through the YMCA and appropriate community, regional and national media, and report the results to your ASD.
6. **PUBLISH** – Create an article about PR in every issue of your Regional Bulletin. If your Region does not have a bulletin, prepare a quarterly newsletter for distribution to DGs, Club Presidents and/or PR Directors, your RD and ASD.
7. **RECORDS** – Keep well-maintained records. Promptly relinquish all PR records to your successor.

PR – PUBLIC RELATIONS

AREA SERVICE DIRECTOR (ASD) – JOB DESCRIPTION

Public Relations is a combination of things: publicity, which seeks to inform; promotion, which also seeks to inform while furthering and supporting a specific project; day-to-day activities designed to build sound and productive relations in a community that will enhance a group's reputation and its ability to serve. The Area Service Director for Public Relations has the responsibility of raising public awareness and recognition of Y's Men International in the Area.

Suggested approaches:

1. **BE INFORMED** – Contact the International Service Director (ISD) for PR to obtain informative manuals and brochures from International Headquarters. The literature will assist in identifying publicity-worthy activities of the Area as a whole and noteworthy projects from the Regions; it will suggest places in the Area to spotlight these events and tell how to do so.
2. **SET GOALS** – Work with the Area President (AP) in the establishment of realistic Area goals for PR.
3. **RECRUIT AND TRAIN** – Ensure that every Region has a Regional Service Director (RSD) for PR. Assist the AP and Area Leadership Training Service Director in the training of RDs and RSDs PR.
4. **ESTABLISH TEAMWORK** – Give assistance to RSDs PR when required. In addition, work with all of your Area's ASDs to assist in publicising their work and projects, keeping in mind that each area of service enhances the others.
5. **COMMUNICATE** – Publish an article about PR in every issue of your Area bulletin. If your Area does not have a bulletin, prepare a quarterly newsletter for distribution to all RDs, RSDs PR, the ISD PR and your AP.
6. **REPORT** – Write a semi-annual report for the ISD PR, listing completed or ongoing projects in the Area that were publicised, including where and how often PR was used. Give the amount, where possible, of the project's community impact, e.g. money raised, people reached, members gained.
7. **RECORDS** – Keep well-maintained records. Promptly relinquish all PR records to your successor.

PR – PUBLIC RELATIONS

INTERNATIONAL SERVICE DIRECTOR (ISD) – JOB DESCRIPTION

Public Relations is a combination of things: publicity, which seeks to inform; promotion, which also seeks to inform while furthering and supporting a specific project; day-to-day activities designed to build sound and productive relations in a community that will enhance a group's reputation and its ability to serve. The International Service Director for Public Relations has the responsibility of raising public awareness and recognition of Y's Men International worldwide.

Suggested approaches:

1. **ESTABLISH GOALS** – Work with the International President (IP), the International Secretary General (ISG) and the International Council (IC) to establish international goals for PR.
2. **RECRUIT AND TRAIN** – Work with all Area Presidents (APs) to recruit and train Area Service Directors (ASDs) for PR so that every Area is fully capable of establishing strong Public Relations in cooperation with its Regions, Districts, Clubs and members.
3. **CREATE PR LIBRARY** – With International Headquarters (IHQ), create, acquire and maintain PR literature that will assist all Y's Men (a) to understand PR and its importance; (b) to recognise publicity-worthy activities; (c) to identify community and media outlets for publicity and promotion; and (d) to initiate and maintain contact with these outlets.
4. **DO INTERNATIONAL PR** – With information provided by IHQ, write press releases to be distributed to appropriate leaders for revision, translation and distribution to community and media outlets. (One example is the announcement of election results.) Other tasks and responsibilities relating to the media may, from time to time, be asked of the ISD PR by IHQ and/or the IC.
5. **ESTABLISH ISD TEAMWORK** – Work with ISDs from all service programmes, assisting them to publicise and promote their projects and announcements, keeping in mind that each area of service enhances the others.
6. **PUBLISH** – Create an article on PR for every issue of *Y's Men's World*. Contact the editor for the emphasis needed for each issue.
7. **SPEAK** – Be prepared to conduct workshops on PR for International and Area Conventions.
8. **COMMUNICATE** – Write a semi-annual report for each International Council Meeting (ICM) and Mid-Year Meeting (MYM), as directed by IHQ. In your correspondence, be sure always to send copies to the IP, IPE and ISG and, when appropriate, to APs, ISDs, etc. The ISD PR should set the communication standard for all.
9. **RECORDS** – Keep well-maintained records. Promptly relinquish all PR records to your successor.

S – SUPPLIES**REGIONAL SERVICE DIRECTOR (RSD) – JOB DESCRIPTION**

It is important that clubs have access to supplies and it is the responsibility of the Regional Service Director for Supplies to ensure that information on authorised supplies is readily available within the Region. Those Regions wishing to establish a Supply Office and keep an inventory of supplies may do so.

Suggested approaches:

1. Obtain and circulate information and prices on those items listed as "Official Supplies".
2. Obtain and forward to the Area Service Director (ASD) for Supplies descriptions and prices of all "Non-Official Supplies" such as T-shirts, mugs, pens, watches, etc., available in the Region.
3. In cooperation with the Regional Service Director for Public Relations promote use of the approved Emblem and Logos for public relations purposes.
4. In order to avoid any abuse, check the exactness of the emblem and logos proposed for use.
5. Forward for approval to the International Service Director (ISD) for Supplies the design of articles on which emblems or logos are to be placed.
6. Advise those enquiring that the source for all official supplies is the International Service Director for Supplies.

S – SUPPLIES**AREA SERVICE DIRECTOR (ASD) – JOB DESCRIPTION**

It is important that clubs have access to supplies and it is the responsibility of the Area Service Director for Supplies to ensure that information on authorised supplies is readily available within the Area. Those Areas wishing to establish a Supply Office and keep an inventory of supplies may do so.

Suggested approaches:

1. Obtain and circulate information and prices on those items listed as "Official Supplies".
2. Obtain and forward to the International Service Director (ISD) for Supplies descriptions and prices of all "Non-Official Supplies" such as T-shirts, mugs, pens, watches, etc., available in the Area.
3. In cooperation with the Regional Service Director for Public Relations promote use of the Emblem and Logos for public relations purposes.
4. In order to avoid any abuse, check the exactness of the emblem and logos proposed for use.
5. Forward for approval to the International Service Director (ISD) for Supplies the design of articles on which emblems or logos are to be placed.
6. Advise those enquiring that the source for all official supplies is the International Service Director for Supplies.

S – SUPPLIES**INTERNATIONAL SERVICE DIRECTOR (ISD) – JOB DESCRIPTION**

It is important that clubs have access to supplies and it is the responsibility of the International Service Director for Supplies to ensure that information on authorised supplies is readily available.

Suggested approaches:

1. Produce and maintain a catalogue containing descriptions and prices of all "Official Supplies".
2. Produce and maintain a catalogue containing descriptions and prices of all "Non-Official Supplies" such as T-shirts, mugs, pens, watches, etc.
3. In cooperation with the International Service Director for Public Relations promote use of the Emblem and Logos for public relations purposes.
4. In order to avoid any abuse, check the exactness of the emblem and logos proposed for use and approve the articles on which they are to be placed.
5. Advise those enquiring that as the International Service Director for Supplies you are the source for all official supplies.

STEP – SHORT TERM EXCHANGE PROGRAMME

REGIONAL SERVICE DIRECTOR (RSD) – JOB DESCRIPTION

The Short Term Exchange Programme (STEP) offers 15-25 year old children and grandchildren of Y's Men, Y's Women and Y's Menettes, or Y's Men/Y's Women within that age range, an opportunity to stay with a Y's Men family in another country or within their own country for a period of 3-11 weeks. Unlike the Youth Educational Exchange Programme (YEPP), it does not include any kind of formal school programme but the whole stay will indeed be an educational one. The purpose of the programme is to provide an opportunity to experience a different culture and develop and share their skills. After such an experience the young person may wish to be a YEPP student if he/she is still within the permitted age range. Former YEPP students may also apply later for a Short Term Exchange Programme experience. The Regional Service Director for STEP is the coordinator for this programme within the Region.

Suggested approaches:

1. Assist the Regional Director (RD) in establishing realistic goals for STEP in the Region.
2. Obtain from the Area Service Director (ASD) for STEP the current guidelines for the exchange, including information on costs and application procedures.
3. Obtain from your predecessor and maintain the records of past and present participants in this programme in your Region.
4. Develop promotional material for the Clubs in the Region to give them first-hand knowledge of the benefits of the programme. Involve in your promotion present STEP participants, those recently returned from home stays and host families.
5. Maintain a list of applicants and prospective host families for this programme and keep them informed of your progress in arranging a placement. Provide the applicants and their parents with information as to costs and the regulations and guidelines as set forth by the ASD and International Service Director (ISD).
6. Submit your current list of applicants and host families to the ASD for his/her placement coordination.
7. Request a report from the host family after the young person has left the family.
8. Submit a written report to the RD and ASD on a quarterly and annual basis on the success and problems of STEP in your Region with your recommendations for the next year.
9. Assist the RD in promoting this programme for leaders at all levels and for all Clubs.
10. Prepare promotional and reporting articles for publication in the Regional bulletin. If your Region does not have a bulletin prepare a newsletter quarterly and distribute to District Governors (DGs), Club Presidents, RD and ASD.
11. Conduct workshops on STEP at the Regional Convention.
12. Submit suggestions to the RD and ASD for revision of this job description.
13. Relinquish all STEP records to your successor.

STEP – SHORT TERM EXCHANGE PROGRAMME

AREA SERVICE DIRECTOR (ASD) – JOB DESCRIPTION

The Short Term Exchange Programme (STEP) offers 15-25 year old children and grandchildren of Y's Men, Y's Women and Y's Menettes, or Y's Men/Y's Women within that age range, an opportunity to stay with a Y's Men family in another country or within their own country for a period of 3-11 weeks. Unlike the Youth Educational Exchange Programme (YEPP), it does not include any kind of formal school programme but the whole stay will indeed be an educational one. The purpose of the programme is to provide an opportunity to experience a different culture and develop and share their skills. After such an experience the young person may wish to be a YEPP student if he/she is still within the permitted age range. Former YEPP students may also apply later for a Short Term Exchange Programme experience. The Area Service Director for STEP is the coordinator for this programme within the Area.

Suggested approaches:

1. Work with the Regional Directors (RDs) to recruit and train Regional Service Directors (RSDs) so that each Region is prepared to efficiently promote STEP. In coordination with the respective RD make sure each RSD has a suitable job description for the assignment.
2. Assist in reaching the established STEP goals for the Area and each Region.
3. Obtain information pamphlets and booklets about STEP and distribute them to the RSDs.
4. Prepare promotional and reporting articles on STEP for inclusion in the Area bulletin.
5. Act as a placement centre for establishing STEP in the Area. Obtain names of applicants and host families from the RSDs and communicate this information to the International Service Director (ISD). Obtain from the ISD names of applicants seeking a host home in your Area and communicate these applications to the RSDs. Maintain a monitoring system so as to keep the applications active.
6. Obtain quarterly reports from RSDs to monitor progress in obtaining host homes and applications and assuring communications between RSDs and the active STEP participants in their respective Regions.
7. Maintain a list of applicants for this programme and keep the RSDs informed of your progress in arranging placements.
8. Maintain a list of active STEP participants in and from your Area.
9. Submit quarterly reports and an annual report to the Area President (AP), the ISD and the RSDs for STEP in your Area and the International Council Members in your Area.
10. Conduct workshops on STEP at the Area Convention.
11. Submit suggestions to the AP and ISD for revision of this job description.
12. Relinquish all STEP records to your successor.

STEP – SHORT TERM EXCHANGE PROGRAMME

INTERNATIONAL SERVICE DIRECTOR (ISD) – JOB DESCRIPTION

The Short Term Exchange Programme (STEP) offers 15-25 year old children and grandchildren of Y's Men, Y's Women and Y's Menettes, or Y's Men/Y's Women within that age range, an opportunity to stay with a Y's Men family in another country or within their own country for a period of 3-11 weeks. Unlike the Youth Educational Exchange Programme (YEPP), it does not include any kind of formal school programme but the whole stay will indeed be an educational one. The purpose of the programme is to provide an opportunity to experience a different culture and develop and share their skills. After such an experience the young person may wish to be a YEPP student if he/she is still within the permitted age range. Former YEPP students may also apply later for a Short Term Exchange Programme experience. The International Service Director for STEP coordinates the efforts of the Area Service Directors (ASDs).

Suggested approaches:

1. Work with the Area Presidents (APs) to recruit and train ASDs so that each Area is prepared to efficiently promote and manage STEP. In coordination with the respective AP make sure that each ASD has a suitable job description for the assignment.
2. Assist in reaching the established STEP goals for International and each Area.
3. Assist the ASDs in providing promotional materials and application forms appropriate for their Area.
4. Prepare promotional reporting articles on STEP for inclusion in "Y's Men's World."
5. Conduct workshops on STEP at the International Convention.
6. Act as a placement centre for establishing STEP exchanges throughout the world. Obtain lists of applicants and host families from each ASD and circulate to the other ASDs. Assist as necessary in cementing the exchanges.
7. Maintain a master list of existing exchanges throughout the world, including the names and addresses of the young people, their parents, the host families and the Sponsor and Host Clubs. Inform the Youth Intern of all additions and amendments so that the roster may be kept up-to-date.
8. Submit quarterly reports and an annual report to the International Executive Officers, the International Secretary General (ISG) and ASDs and APs.
9. Submit suggestions to the International President and the ISG for revision of this job description.
10. Relinquish all STEP records to your successor.

TC – TRAVEL COORDINATOR

REGIONAL TRAVEL COORDINATOR (RTC) – JOB DESCRIPTION

There are occasions when Y's Men from other Areas come into a Region on Y's Men's business and for visitation. The Regional Travel Coordinator has the responsibility of developing a home stay and Club visitation itinerary for official visitors to the Region (Brotherhood Fund Delegates and International Officers).

Suggested approaches:

1. The RTC receives advance notice with anticipated dates from the Area Travel Coordinator (ATC) for each official Y's Man visitor coming into the Region.
2. In coordination with the Regional Director (RD) develop a Club visitation schedule for the stated period of time the visitor will be in the Region. Arrange for home stays in preference to hotel lodging. Y's Men who have never before hosted a Y's Man visitor should be given preference over those who have previously hosted.
3. In most instances the visitor will have come to assist Clubs or to gain experience from the members he/she visits with expenses being paid by some programme of Y'sdom, such as the Brotherhood Fund. It is therefore imperative that the visitor's schedule of visiting Clubs and members be made as full as possible without being too tiring.
4. Any Club which has not hosted a visitor during the past year or two has first priority. Clubs that have been visited frequently in the past should be avoided.
5. Become reasonably conversant with public transport facilities — air, road and rail — in your Region, with time schedules and fare costs. Review these as needed.
6. Arrange for transportation within the Region. Always arrange for a Y's Man to meet the visitor at the transportation terminal.
7. 90 days before the visitor's arrival send the itinerary, including the names, addresses and telephone numbers of the hosts and Clubs, to the ATC, the RD and each host.
8. Periodically check on the whereabouts of the visitor while in the Region and offer assistance as may be required.
9. Arrival and departure dates from Region to Region should be strictly followed according to the visitor's itinerary. Failure to stay on schedule is both costly and worrisome.
10. Meal and lodging expenses of the visitor are generally the responsibility of the host members, Clubs and Region. Travel expenses are paid by International if part of the official programme or by the visitor if not part of the official programme. Short distance trips within the Region are normally the responsibility of the host Region.
11. Prepare articles for the Regional bulletin on the visitors to your Region including their itinerary.
12. Assist in preparing and sending official letters of invitation as requested by official visitors to obtain necessary visas.
13. Submit suggestions to the RD and ATC for revision of this job description.
14. Maintain records of visitors and their itineraries and relinquish all records to your successor.

TC – TRAVEL COORDINATOR

AREA TRAVEL COORDINATOR (ATC) – JOB DESCRIPTION

There are occasions when Y's Men from other Areas come into an Area on Y's Men business and for visitations. The Area Travel Coordinator has the responsibility of coordinating official visitations (by Brotherhood Fund Delegates and International Officers) in the Regions of his/her Area.

Suggested approaches:

1. Work with the Regional Director (RD) to recruit and train Regional Travel Coordinators (RTCs) so that each Region is prepared to make efficient arrangements for visitations from Y's Men from other Areas. In coordination with the respective RD make sure each RTC has a suitable job description for his/her assignment.
2. The Area Travel Coordinator (ATC) receives an advance notice and personal information sheet with anticipated dates from the International Travel Coordinator (ITC) for each official Y's Man visitor coming into the Area.
3. Become reasonably conversant with public transport facilities — air, road and rail — between the Regions of your Area, with time schedules and fare costs. Review these as needed.
4. In coordination with the Area President (AP) and RTCs develop a visitation schedule among the Regions for the stated period of time the visitor will be in the Area, including mode of transportation and time and place of arrival and departure in the Region(s). Any Region which has not hosted a visitor during the past year or two has first priority and Regions that have been visited frequently in the past should be avoided. Recognising the visitor's experience, knowledge and skills as obtained from the information sheet, suggest to the AP and RTCs where to process visitation schedules.
5. Send a request letter to the RTCs of the selected Regions to process Club visitations in detail. Include the visitor's information sheet. Request an itinerary to include date of visit to each Club and name, address and telephone number of each host.
6. All transportation costs related to the official visitation will be paid by International. Short distance trips within the Region are normally the responsibility of the host Region. All costs unrelated to official visitation are to be paid by the visitor.
7. Make a calendar of your correspondence with the RTCs so that the itinerary is completed on time. A visitor's itinerary should be sent by ATC to the visitor not later than two months before his/her departure. Send copies of the itinerary to the International Secretary General, ITC, Brotherhood Fund Expenditures Committee Chairperson and the AP/RDs/RTCs for the Area/Regions visited.
8. Periodically check on the whereabouts of the visitor while within your Area to offer any assistance that may be required.
9. Submit suggestions to the AP and ITC for revision of this job description.
10. Maintain a record of the Regions and Clubs that are visited each year and relinquish all records to your successor.

TC – TRAVEL COORDINATOR

INTERNATIONAL TRAVEL COORDINATOR (ITC) – JOB DESCRIPTION

There are occasions when Y's Men make visits to other Regions and Areas away from their home. The ITC has the responsibility of coordinating official visitations (by Brotherhood Fund Delegates and International Officers).

Suggested approaches:

1. Work with the Area Presidents (APs) to recruit and train Area Travel Coordinators (ATCs) so that each Area is prepared to make efficient arrangements for visitations of Y's Men from other Areas. In coordination with the respective AP make sure each ATC has a suitable job description for his/her assignment.
2. You will receive requests from Y's Men throughout the world to coordinate their anticipated visitations to other Areas and Regions. Most requests will be received via the Brotherhood Fund (BF) delegate plan and BF delegate information form.
3. Obtain from APs the dates and places of future Area and Regional Conventions. Maintain a list of such dates and circulate it to International Executive Officers and APs. Suggest visitations be planned around these events when possible.
4. Obtain a fact information sheet from the prospective visitor which should include: (1) a photograph; (2) name, address, age and occupation; (3) home Club; (4) present Y's Men office and past offices held; (5) particular Y's Men skills; (6) information on family and whether or not spouse will accompany him/her.
5. Check with the prospective visitor and advise the BF Expenditures Committee Chairperson (BF ECC) of the anticipated travel costs.
6. Send copies of visitor's information sheet, purpose of visitation and your suggestions for dates and places of visitation in host Area to host AP and ATC for their action in developing an itinerary. In cooperation with ATC decide visitor's travel between Regions with exact dates, mode of transportation, time and place of arrival and departure in Regions.
7. Obtain a detailed itinerary from the ATC at least two months prior to the visitor's anticipated departure date. Make sure the ATC has furnished copies of the itinerary to the prospective visitor, the BF ECC when appropriate, the International Secretary General (ISG), the AP of the host Area, the Regional Travel Coordinator and Regional Director of the host Region(s).
8. At International Conventions assist in the international flag ceremony and in training sessions for BF delegates.
9. Submit suggestions to the International President and ISG for revision of this job description.
10. Relinquish all records to your successor.

TOF – TIME OF FAST**REGIONAL SERVICE DIRECTOR (RSD) – JOB DESCRIPTION**

The Time of Fast is an annual International Y's Men's fund raising programme wherein monetary assistance is made available to areas of developing countries by arrangement with the World Alliance of YMCAs. Y's Men the world over are asked to give up at least one meal and donate the cost of the meal to the Time of Fast. The Regional Service Director is responsible for coordinating the efforts of the Clubs in the Region with a goal of 100% Club participation.

Suggested approaches:

1. Contact the Area Service Director (ASD) for TOF to obtain information on the International TOF project(s) for the coming year and how TOF collections in previous years have been used.
2. Assist the Regional Director (RD) in establishing realistic goals for TOF in the Region and in the training of District Governors (DGs) and Club Officers.
3. Prepare promotional articles on TOF for publication in the Regional bulletin. If your Region does not have a bulletin prepare a newsletter quarterly and distribute to DGs, Club Presidents, RD and ASD.
4. Conduct workshops on TOF at the Regional Convention.
5. Prepare a half hour talk for presentation to Clubs using details on how previously raised money has been used and how funds presently being raised will be used. Taking the initiative present your programme to Clubs that have been weak in support of TOF. Offer your programme to Clubs as your time permits, hopefully at least one visitation per month (when practical, considering travel distances).
6. Coordinate the annual fund raising for TOF in the Region.
7. Submit a quarterly and an annual written report on the participation of the Region's Clubs in TOF to the RD and ASD. Include your recommendations for obtaining 100% Club participation and for realistic goals for the coming year.
8. Submit suggestions to the RD and ASD for revision of this job description.
9. Relinquish all TOF records to your successor.

TOF – TIME OF FAST**AREA SERVICE DIRECTOR (ASD) – JOB DESCRIPTION**

The Time of Fast is an annual International Y's Men's fund raising programme wherein monetary assistance is made available to areas of developing countries by arrangement with the World Alliance of YMCAs. Y's Men the world over are asked to give up at least one meal and donate the cost of the meal to the Time of Fast. The Area Service Director is responsible for coordinating the efforts of the Regional Service Directors (RSDs) in the Area.

Suggested approaches:

1. Work with the Regional Directors (RDs) to recruit and train RSDs so that each Region is prepared to efficiently promote the TOF programme. In coordination with the respective RD make sure that each RSD has a suitable job description for his/her assignment.
2. Assist in reaching the established TOF goals for the Area and each Region.
3. Establish contact with the International Service Director (ISD) for TOF and obtain information on past, present and proposed TOF programmes. Distribute appropriate information to the RSDs for promotional work.
4. Prepare promotional and reporting articles on TOF for inclusion in the Area bulletin.
5. Establish an appropriate system for the collection of TOF contributions and monitor the flow of money from the Clubs and Regions to the designated Area recipient.
6. Conduct workshops on TOF at the Area Convention.
7. Monitor the progress of collections for TOF. Submit a quarterly and an annual report to the Area President (AP), ISD, RSDs for TOF in your Area and the International Council Members in your Area on the progress of the Regions in the Area in meeting the established goals.
8. Submit suggestions to the AP and ISD for revision of this job description.
9. Relinquish all TOF records to your successor.

TOF – TIME OF FAST**INTERNATIONAL SERVICE DIRECTOR (ISD) – JOB DESCRIPTION**

The Time of Fast is an annual International Y's Men's fund raising programme wherein monetary assistance is made available to areas of developing countries by arrangement with the World Alliance of YMCAs. Y's Men the world over are asked to give up at least one meal and donate the cost of the meal to the Time of Fast. The International Service Director is responsible for coordinating the efforts of the Area Service Directors (ASDs).

Suggested approaches:

1. Work with the Area Presidents (APs) to recruit and train ASDs so that each Area is prepared to efficiently promote the Time of Fast programme. In coordination with the respective AP make sure each ASD has a suitable job description for his/her assignment.
2. Assist in reaching the established TOF goals for International and each Area.
3. Obtain information on the annual TOF project(s) from the Selection Task Force. Assist in developing promotional material. Obtain information on how previously raised money has been used. Distribute this information and promotional material to the ASDs.
4. Prepare promotional and reporting articles on TOF for inclusion in "Y's Men's World."
5. Conduct workshops on TOF at the International Convention.
6. Set up a reporting system with each ASD to monitor progress towards the attainment of their goals. Maintain an overall monitoring system for the worldwide TOF effort and furnish a report on a quarterly and annual basis to the International Executive Officers, APs, ASDs and the International Secretary General (ISG).
7. Submit suggestions to the International President and the ISG for revision of this job description.
8. Relinquish all TOF records to your successor.

WEB – WEBMASTER**REGIONAL WEBMASTER – JOB DESCRIPTION**

The Regional Service Director for Web (Regional Webmaster) has responsibility for implementing and emphasising the importance of communication through District and Club websites on the Internet. Due to the technical knowledge needed for this position, it is preferable that the appointment be for several years. The RSD is an important two-way communication link in our organisation. Communication about presence on the Internet may be through Regional bulletins and also through the Regional Website (managed by the Regional Webmaster).

Suggested approaches:

1. Start to work immediately with already elected/appointed officers rather than wait for the election/appointment of Webmasters at other levels.
2. Provide articles on the importance of Internet presence for the Regional bulletin.
3. Work with RD and other RSDs to keep the official website of the Region up-to-date. Suggest new items/links to put on the website.
4. Facilitate exchange of ideas/knowledge about website design between District and Club Webmasters in the Region.
5. Offer suggestions on links and other material to put on Regional websites.
6. Assist the Host Committee Chairperson (HCC) in planning a training session on Internet related matters as part of the programme of District Conferences and the Regional Convention.
7. Work with DGs of Districts in the Region without a District website to encourage appointment of a District Webmaster.
8. Work with Club Presidents of Clubs in the Region without a Club website to encourage appointment of a Club Webmaster.
9. Submit suggestions to the Regional Director and Area Service Director for revision of this job description.
10. Relinquish all Webmaster records to your successor.

WEB – WEBMASTER**AREA WEBMASTER – JOB DESCRIPTION**

The Area Service Director for Web (Area Webmaster) has responsibility for implementing and emphasising the importance of communication through Regional websites on the Internet. Due to the technical knowledge needed for this position, it is preferable that the appointment be for several years. The ASD is an important two-way communication link in our organisation. Communication about presence on the Internet may be through Area bulletins and also through the Area Website (managed by the Area Webmaster).

Suggested approaches:

1. Start to work immediately with already elected/appointed officers rather than wait for the election/appointment of Webmasters at other levels.
2. Provide articles on the importance of Internet presence for the Area bulletin.
3. Work with AP and other ASDs to keep the official website of the Area up-to-date. Suggest new items/links to put on the website.
4. Facilitate exchange of ideas/knowledge about website design between Regional Webmasters in the Area.
5. Offer suggestions on links and other material to put on Regional websites.
6. Assist the Host Committee Chairperson (HCC) in planning a training session on Internet related matters as part of the Area Convention programme.
7. Work with RD(E)s in Regions without a Regional website to encourage appointment of a Regional Webmaster.
8. Submit suggestions to the Area President and International Service Director for revision of this job description.
9. Relinquish all Webmaster records to your successor.

May 2004

WEB – WEBMASTER**INTERNATIONAL WEBMASTER – JOB DESCRIPTION**

The International Service Director for Web (International Webmaster) has responsibility for implementing and emphasising the importance of communication through Area websites on the Internet. Due to the technical knowledge needed for this position, it is preferable that the appointment be for several years. The ISD is an important two-way communication link in our organisation. Communication about presence on the Internet may be through International bulletins and also through the International Website (managed by the International Webmaster).

Suggested approaches:

1. Start to work immediately with already elected/appointed officers rather than wait for the election/appointment of Webmasters at other levels.
2. Provide "Y's Men's World" with articles on the importance of Internet presence.
3. Work with IHQ and other ISDs to keep the official website of Y's Men International up-to-date. Suggest new items/links to put on the website.
4. Facilitate exchange of ideas/knowledge about website design between Webmasters at various levels.
5. Offer suggestions on links and other material to put on websites on various levels.
6. Work with AP(E)s in Areas without an Area website to encourage appointment of an Area Webmaster.
7. Work with AP(E)s to encourage RD(E)s to include Webmasters in their Regional teams.
8. Submit suggestions to the International President and International Secretary General for revision of this job description.
9. Relinquish all Webmaster records to your successor.

YEEP – YOUTH EDUCATIONAL EXCHANGE PROGRAMME**REGIONAL SERVICE DIRECTOR (RSD) – JOB DESCRIPTION**

The Youth Educational Exchange Programme (YEEP) affords the sons and daughters of Y's Men the opportunity of living with a foreign Y's Man's family and enables a Y's Man's family to experience the joy of hosting a foreign student in their home while he/she attends school for up to a year. The Regional Service Director for YEEP is the coordinator for this programme within the Region.

Suggested approaches:

1. Assist the Regional Director (RD) in establishing realistic goals for YEEP in the Region.
2. Obtain from the Area Service Director (ASD) for YEEP the current guidelines for the exchange of Y's Men's children, including information on costs and application procedures.
3. Obtain from your predecessor and maintain the records of past and present participants in this programme in your Region.
4. Develop a half hour programme on YEEP for presentation to Clubs in your Region to give them first-hand knowledge of the benefits of the programme. Also involve in your programme present YEEP participants, those recently returned from home stays in foreign countries and host families. Set a goal of one visitation per month with emphasis on Clubs that have not yet participated in YEEP (when practical, considering distances).
5. Maintain a list of applicants and prospective host families for this programme and keep them informed of your progress in arranging a placement. Provide the applicants and their parents with information as to costs and the regulations and guidelines as set forth by the ASD and International Service Director.
6. Submit your current list of applicants and host families to the ASD for his/her placement coordinating.
7. Communicate on a regular basis with the YEEP participants located in your Region. Report any personal problems to student's true parents, host parents and ASD.
8. Submit a written report to the RD and ASD on a quarterly and annual basis on the success and problems of the YEEP programme in your Region with your recommendations for the succeeding year.
9. Assist the RD in the training of District Governors (DGs) and Club Officers.
10. Prepare promotional and reporting articles for publication in the Regional bulletin. If your Region does not have a bulletin prepare a newsletter quarterly and distribute to DGs, Club Presidents, RD and ASD.
11. Conduct workshops on YEEP at the Regional Convention.
12. Submit suggestions to the RD and ASD for revision of this job description.
13. Relinquish all YEEP records to your successor.

YEEP – YOUTH EDUCATIONAL EXCHANGE PROGRAMME**AREA SERVICE DIRECTOR (ASD) – JOB DESCRIPTION**

The Youth Educational Exchange Programme (YEEP) affords the sons and daughters of Y's Men the opportunity of living with a foreign Y's Man's family and enables a Y's Man's family to experience the joy of hosting a foreign student in their home while he/she attends school for up to a year. The Area Service Director for YEEP is the coordinator for this programme within the Area.

Suggested approaches:

1. Work with the Regional Directors (RDs) to recruit and train Regional Service Directors (RSDs) so that each Region is prepared to efficiently promote YEEP. In coordination with the respective RD make sure each RSD has a suitable job description for his/her assignment.
2. Assist in reaching the established YEEP goals for the Area and each Region.
3. Obtain YEEP information pamphlets and booklets and distribute them to the RSDs.
4. Prepare promotional and reporting articles on YEEP for inclusion in the Area bulletin.
5. Act as a placement centre for establishing YEEP exchanges in the Area. Obtain names of student applicants and host families from the RSDs and communicate this information to the International Service Director (ISD). Obtain from the ISD names of foreign student applicants seeking a host home in your Area and communicate these applications to the RSDs. Maintain a monitoring system so as to keep the applications active.
6. Obtain quarterly reports from RSDs to monitor progress in obtaining host homes and applications and assuring communications between RSDs and the active participants in YEEP in their respective Regions.
7. Maintain a list of applicants for this programme and keep the RSDs informed of your progress in arranging placements.
8. Maintain a list of active participants in YEEP in and from your Area.
9. Submit quarterly reports and an annual report to the Area President (AP), the ISD and the RSDs for YEEP in your Area and the International Council Members in your Area.
10. Conduct workshops on YEEP at the Area Convention.
11. Submit suggestions to the AP and ISD for revision of this job description.
12. Relinquish all YEEP records to your successor.

YEEP – YOUTH EDUCATIONAL EXCHANGE PROGRAMME**INTERNATIONAL SERVICE DIRECTOR (ISD) – JOB DESCRIPTION**

The Youth Educational Exchange Programme (YEEP) affords the sons and daughters of Y's Men the opportunity of living with a foreign Y's Man's family and enables a Y's Man's family to experience the joy of hosting a foreign student in their home while he/she attends school for up to a year. The International Service Director for YEEP coordinates the efforts of the Area Service Directors (ASDs).

Suggested approaches:

1. Work with the Area Presidents (APs) to recruit and train ASDs so that each Area is prepared to efficiently promote and manage YEEP. In coordination with the respective AP make sure that each ASD has a suitable job description for his/her assignment.
2. Assist in reaching the established YEEP goals for International and each Area.
3. Assist the ASDs in providing promotional materials and application forms appropriate for their Area.
4. Prepare promotional reporting articles on YEEP for inclusion in "Y's Men's World."
5. Conduct workshops on YEEP at the International Convention.
6. Act as a placement centre for establishing YEEP exchanges throughout the world. Obtain lists of student applicants and host families from each ASD and circulate to the other ASDs. Assist as necessary in cementing the exchanges.
7. Maintain a master list of existing exchanges throughout the world, including the names and addresses of the students, the students' parents, the host families and the Sponsor Clubs. Inform the Youth Intern of all additions and amendments so that the roster may be kept up-to-date.
8. Monitor the progress of development of YEEP exchanges. Submit quarterly reports and an annual report to the International Executive Officers, the International Secretary General (ISG) and ASDs and APs.
9. Submit suggestions to the International President and the ISG for revision of this job description.
10. Relinquish all YEEP records to your successor.

YIA – YOUTH INVOLVEMENT AND ACTIVITIES

REGIONAL SERVICE DIRECTOR (RSD) – JOB DESCRIPTION

An organisation must involve its youth to grow strong, to develop new leaders, for continuity and as an on-going vital source of membership. As an auxiliary to the Y's Men movement, Y's Youth Clubs play a very important role in service to the YMCA and the local and world community. The Regional Service Director for Youth Involvement and Activities is vital for promoting the concept of youth work in the Region and coordinating efforts of the Club Service Directors for Youth Involvement and Activities. He/she is in charge of implementation, monitoring and evaluation of all Youth Involvement and Activities in the Region and is in constant liaison with the Area Service Director (ASD).

Suggested approaches:

1. Obtain assistance and direction from and coordinate efforts with the ASD for YIA. Promote and manage the Youth Involvement and Activities/Club concept as an opportunity for young people to support and grow into Y's Men programmes and projects.
2. In coordination with the respective Club Presidents ensure that each Club Service Director for YIA has a suitable job description, which could be an adaptation of this job description.
3. In liaison with the ASD prepare and/or translate promotional and reporting articles regarding YIA and Y's Youth Clubs for distribution in the Region.
4. Work with Club Service Directors for YIA and Youth Educational Exchange Programme (YEPP) and Regional Y's Men's Liaison with the YMCA in the exchange and sharing of ideas, establishing and developing enriching programmes for YIA. Also work at keeping good relations with the YMCA.
5. Work with the Chairperson responsible for the organisation of the Regional Youth Convocation to ensure a successful event. Also monitor Youth Club meetings in the Region and assist organisers in their planning and programming.
6. Maintain an up-to-date record of chartered Y's Youth Clubs within the Region and send such information immediately to International Headquarters with copies to the ASD and International Service Director (ISD).
7. Keep the Club Service Directors informed about Regional Youth Involvement and Activities of interest to the Clubs.
8. Submit reports as requested by ISD or ASD with copies to the Regional Director (RD).
9. Submit suggestions to the RD and ASD for YIA for revision of this job description and for other programmes that may be beneficial to the development of YIA within Y'sdom.
10. Hand over all YIA records to your successor and be ready to advise and guide him/her.

YIA – YOUTH INVOLVEMENT AND ACTIVITIES

AREA SERVICE DIRECTOR (ASD) – JOB DESCRIPTION

An organisation must involve its youth to grow strong, to develop new leaders, for continuity and as an on-going vital source of membership. As an auxiliary to the Y's Men movement, Y's Youth Clubs play a very important role in service to the YMCA and the local and world community. The Area Service Director for Youth Involvement and Activities is vital for promoting the concept of youth work in the Area and coordinating efforts of the Regional Service Directors for Youth Involvement and Activities. He/she is in charge of implementation, monitoring and evaluation of all Youth Involvement and Activities in the Area and is in constant liaison with the International Service Director (ISD).

Suggested approaches:

1. Obtain assistance and direction from and coordinate efforts with the ISD for YIA. Promote and manage the Youth Involvement and Activities/Club concept as an opportunity for young people to support and grow into Y's Men programmes and projects.
2. In coordination with the respective Regional Directors ensure that each RSD for YIA has a suitable job description.
3. In liaison with the ISD prepare and/or translate promotional and reporting articles regarding YIA and Y's Youth Clubs for distribution in the Area.
4. Work with the ASD for YEEP and Y's Men's Liaison with the Area Alliance of YMCAs in the exchange and sharing of ideas, establishing and developing enriching programmes for YIA. Also work at keeping good relations with the YMCA.
5. Work with the Chairperson responsible for the organisation of the Area Youth Convocation to ensure a successful event. Also monitor Youth Club meetings in the Regions of the Area and assist organisers in their planning and execution.
6. Keep the RSDs informed about Area Youth Involvement and Activities of interest to the Regions.
7. Submit reports upon request to the ISD.
8. Submit suggestions to the Area President and ISD for YIA for revision of this job description and for other programmes that may be beneficial to the development of YIA within Y'sdom.
9. Hand over all YIA records to your successor and be ready to advise and guide him/her.

YIA – YOUTH INVOLVEMENT AND ACTIVITIES**INTERNATIONAL SERVICE DIRECTOR (ISD) – JOB DESCRIPTION**

An organisation must involve its youth to grow strong, to develop new leaders, for continuity and as an on-going vital source of membership. As an auxiliary to the Y's Men movement, Y's Youth Clubs play a very important role in service to the YMCA and the local and world community. The International Service Director for Youth Involvement and Activities is vital for promoting the concept of youth work in the various Areas and coordinating efforts of the Area Service Directors (ASDs) for Youth Involvement and Activities. He/she is in charge of implementation, monitoring and evaluation of all Youth Involvement and Activities around the world and is in constant liaison with the International Headquarters in Geneva.

Suggested approaches:

1. Work with the Area Presidents (APs) to recruit and train ASDs for YIA so that each Area is prepared to efficiently promote and manage the Youth Involvement and Activities/Club concept as an opportunity for young people to support and grow into Y's Men programmes and projects.
2. In coordination with the respective AP ensure that each ASD has a suitable job description.
3. Prepare promotional and reporting articles regarding YIA and Y's Youth Clubs.
4. Work with the ISD for YEEP and Y's Men's Liaison with the World Alliance of YMCAs in the exchange and sharing of ideas, establishing and developing enriching programmes for YIA. Also work at keeping good relations with the YMCA.
5. Work with the Chairperson responsible for the organisation of the International Youth Convocation to ensure a successful event. Also monitor Youth Club meetings in the Areas and assist organisers in their planning and execution.
6. Provide reports as requested by the International President and IHQ.
7. Keep the ASDs informed about International Youth Involvement and Activities of interest to the various Areas/Regions.
8. Submit suggestions to the International President and the International Secretary General for revision of this job description and for other programmes that may be beneficial to the development of YIA within Y'sdom.
9. Hand over all YIA records to your successor and be ready to advise and guide him/her.

YL – Y'S MEN'S LIAISON WITH THE YMCA**REGIONAL Y'S MEN'S LIAISON WITH THE YMCA – JOB DESCRIPTION**

The Y's Men's movement and the YMCA can benefit mutually by having a qualified person to serve as liaison between the two entities. The person selected for this assignment should be an active Y's Man with good knowledge of the YMCA and its programmes at national and local levels. It should be the responsibility of the Y's Men's representative to liaise and communicate on all matters of common concern.

Suggested approaches:

1. Develop and maintain a communication link between the YMCA and Y's Men at the national/regional level.
2. Be willing to participate in National Board Meetings of both organisations as a member or an observer.
3. Promote the Y's Men's movement and interpret it to the YMCA within the Region/ country at every opportunity – and assist in the programmes and extension of Y's Men's Clubs.
4. Promote the YMCA and its programmes and interpret them to all Y's Men's Clubs in the Region/country.
5. Communicate the concerns of the YMCA vis-a-vis Y's Men to the Regional Director (RD) of Y's Men and the concerns of Y's Men vis-a-vis the YMCA to the appropriate persons of the YMCA.
6. Provide and arrange where authorised collaborative services at national level, e.g., office service.
7. Suggest and assist in implementing possible YMCA/Y's Men partnership projects.
8. Prepare a written report semi-annually or as often as needed for your RD/Regional Board so as to keep the leadership of your Region appropriately informed.
9. Submit suggestions to the RD and Area YL for revision of this job description.
10. Relinquish all records to your successor.

YL – Y'S MEN'S LIAISON WITH THE YMCA

AREA Y'S MEN'S LIAISON WITH AREA ALLIANCES OF YMCAs JOB DESCRIPTION

The Y's Men's movement and the YMCA can benefit mutually by having a qualified person to serve as liaison between the two entities. The person selected for this assignment should be an active Y's Man with good knowledge of the YMCA and its programmes at international, national and local levels. It should be the responsibility of the Y's Men's representative to liaise and communicate on all matters of common concern.

Suggested approaches:

1. Develop and maintain a communication link between the YMCA and Y's Men at the Area level.
2. Be willing to participate in Board Meetings of both Area organisations either as a member or an observer.
3. Promote and interpret the Y's Men's movement to the YMCA within the Area at every opportunity – and assist in the programmes and extension of Y's Men's Clubs.
4. Promote and interpret the YMCA and its programmes to all Y's Men's Clubs in the Area – and assist in the extension of the YMCA in locations with Y's Men's Clubs and no YMCAs.
5. Take all appropriate initiatives with respect to promotion of the "Principles of Partnership" between the World Alliance of YMCAs and Y's Men International in order to ensure their proper implementation at all levels within the Area, its Regions and Clubs.
6. Communicate the concerns of the YMCA vis-a-vis Y's Men to the Area President (AP) of Y's Men and the concerns of Y's Men vis-a-vis the YMCA to the Area Alliance of YMCAs.
7. Provide and arrange where authorised collaborative services at Area level, e.g., office service.
8. Prepare a written report, semi-annually or as often as needed, for the Y's Men Area Council so as to keep the leadership of your Area appropriately informed.
9. Submit suggestions to the AP and International YL for revision of this job description.
10. Relinquish all records to your successor.

YL – Y'S MEN'S LIAISON WITH THE YMCA

INTERNATIONAL Y'S MEN'S LIAISON WITH THE WORLD ALLIANCE OF YMCAs JOB DESCRIPTION

The Y's Men's movement and the YMCA can benefit mutually by having a qualified person to serve as liaison between the two entities. The person selected for this assignment should be an active Y's Man with good knowledge of the YMCA and its programmes at international, national and local levels. It should be the responsibility of the Y's Men's representative to liaise and communicate on all matters of common concern. Although there will be no rigid International-Area-Regional Service Director structure for this job, the International Y's Men's Liaison should be responsible for keeping the Area YLs informed about matters on the international level which are of interest to the respective Area YLs.

Suggested approaches:

1. Maintain and further develop the communication link between the YMCA and Y's Men at the International level.
2. Be willing to participate in Executive Committee Meetings and World Council Meetings of the World Alliance of YMCAs as a member or an observer.
3. Be willing to participate in International Council Meetings of Y's Men International and in the International Executive Officers Meetings when required.
4. Promote and interpret the YMCA and its programmes to Y's Men Areas and assist in the extension of the YMCA in locations with Y's Men's Clubs and no YMCAs.
5. Promote and interpret the Y's Men's movement at all opportunities. Assist in the programmes and extension of Y's Men's Clubs and in the Christian Emphasis.
6. Take all appropriate initiatives with respect to promotion of the "Principles of Partnership" between the World Alliance of YMCAs and Y's Men International in order to ensure their proper implementation at all levels.
7. Be willing to write articles about Y's Men International for "World Communique" and other YMCA publications.
8. Communicate the concerns of the YMCA vis-a-vis Y's Men to the International President (IP) of Y's Men International and the concerns of Y's Men vis-a-vis the YMCA to the World Alliance of YMCAs.
9. Prepare a written report (semi-annually, or as often as needed) for the International Council of Y's Men International to keep the leadership appropriately informed.
10. Submit suggestions to the IP and International Secretary General for revision of this job description.
11. Relinquish all records to your successor.

YR – YOUTH REPRESENTATIVE

JOB DESCRIPTION

Note: This job description applies to YRs on every level. For levels lower than International Youth Representative (IYR) simply change the details to the Area/Regional/District/Club counterparts (e.g. instead of reporting to the ICM a Regional Youth Representative (RYR) would report to the Regional Board and would network with individual youth, etc.)

Suggested approaches:

1. The IYR's term of office is two years.
2. The IYR attends the ICM with voice but no vote.
3. The IYR is the Chairperson of the International Youth Committee responsible for the implementation of the Strategic Plan for Youth Involvement.
4. The IYR sets goals to work towards during his/her term based on the Strategic Plan for Youth Involvement.
5. The IYR is in constant communication with and promotes the full participation of International Youth Committee members (AYRs, ISD YIA, YR Mentor, YI and ISG) to achieve the committee's commission.
6. The IYR coordinates with the YI, and vice versa, all youth matters to be promoted/implemented at International, Area and Regional levels.
7. The IYR prepares reports for Mid-Year and International Council Meetings showing the work which has been done in the area of youth involvement since the last meeting.
8. The IYR informs the International Youth Committee members and other youth leaders of the decisions made by the ICM through *Youth World*, letters, Youth Convocations, Area/Regional meetings, Area/Regional bulletins and *Y's Men's World*.
9. The IYR keeps in contact with the Youth Representative Mentor (YRM) by mail, phone and/or personal contact whenever needed and/or possible.
10. The IYR helps to prepare the programme for the next International Youth Convocation and assists with the election of his/her successor at the same Convocation.
11. The IYR passes on all necessary information to the IYR Elect.

YRM – YOUTH REPRESENTATIVE MENTOR

JOB DESCRIPTION

Note: This job description applies to YRMs on every level. For levels lower than International Youth Representative Mentor simply change the details to the Area/Regional/District/Club counterparts (e.g. instead of reporting to the ICM a Regional Youth Representative Mentor would report to the Regional Board. Having a Youth Representative Mentor at Area and Regional levels is optional. It is up to the Area or Regional Youth Representative and the Regional/Area Council to determine if they want one.

Suggested approaches:

12. The YRM guides the IYR in the procedures and etiquette of International Council Meetings, including helping the IYR to prepare reports and presentations to the ICM.
13. The YRM follows the IYR's work with the youth.
14. The YRM keeps in contact with the IYR by mail, phone and/or personal meetings, thus being a resource person for the IYR when he/she needs advice or help.
15. The YRM supervises the IYR Elect election during the International Youth Convocation – if he/she is present.
16. The YRM follows up the deadlines for various reports.
17. The YRM prepares a report for each Mid-Year and International Council Meeting during the two-year term.
18. The YRM gives advice (where requested/required) about the IYR's financial expenses, e.g. for letters, projects....

Y'S MENETTES**REGIONAL SERVICE DIRECTOR (RSD) – JOB DESCRIPTION**

As an auxiliary to the Y's Men movement, Y's Menettes play a very important role in service to the YMCA and the local and world community. The Regional Service Director for Y's Menettes is responsible for promoting the conservation and extension of Y's Menettes by coordinating the efforts of Y's Menettes Clubs within the Region.

Suggested approaches:

1. Obtain assistance and direction from and coordinate your efforts with the Area Service Director (ASD) for Y's Menettes.
2. Keep well informed of the International programmes and projects of Y's Men.
3. Work with the Y's Menettes Club Officers to train leadership and to encourage the clubs to support the International programmes and projects of Y's Men and Y's Menettes as well as to support their local Y's Men's Club and YMCA through service and fund raising.
4. Make sure that each Y's Menettes Club President has a Y's Menettes Manual.
5. Through the use of a monthly newsletter or other means communicate information on Y's Men programmes, Y's Menettes programmes, progress reports, news of new Clubs, etc., to the Club Officers, sending copies to the Y's Men Regional Director (RD) and your ASD for Y's Menettes.
6. Establish a reporting system with the Clubs to monitor service efforts and maintain Club rosters within the Region.
7. Prepare news articles on Y's Menettes for publication in the Y's Men Regional bulletin.
8. Furnish Club Officers with information and procedures for sponsoring new Y's Menettes Clubs.
9. Initiate the process of establishing new Y's Menettes Clubs and coordinate your efforts with the Y's Men RD and Regional Service Director for Extension.
10. Participate in the installation of Club Officers and the chartering ceremonies of new Clubs when requested to do so.
11. Prepare an annual report for the Y's Men RD and the ASD for Y's Menettes on the Y's Menettes movement on a Club basis.
12. Submit suggestions to the Y's Men RD and to the ASD for Y's Menettes for revision of this job description.
13. Relinquish all Y's Menettes records to your successor.

Y'S MENETTES**AREA SERVICE DIRECTOR (ASD) – JOB DESCRIPTION**

As an auxiliary to the Y's Men movement, Y's Menettes play a very important role in service to the YMCA and the local and world community. The Area Service Director for Y's Menettes is responsible for promoting the conservation and extension of Y's Menettes by coordinating the efforts of Regional Service Directors (RSDs) for Y's Menettes within the Area.

Suggested approaches:

1. Obtain assistance and direction from and coordinate your efforts with the International Director (ID) for Y's Menettes.
2. Work with Y's Men Regional Directors (RDs) to recruit and train RSDs for Y's Menettes so that each Region is prepared to promote the Y's Menettes movement as an opportunity for women to support the Y's Men and Y's Menettes programmes and projects, the YMCA and the local and world community as auxiliary units of Y's Men's Clubs.
3. Keep well informed of the International programmes and projects of Y's Men and Y's Menettes.
4. Through the use of quarterly or more frequent newsletters or other means communicate information on Y's Men programmes, Y's Menettes programmes, progress reports, news of new Clubs, etc., to the RSDs for Y's Menettes, sending copies to the Y's Men Area President (AP) and Area Council Members and the ID for Y's Menettes.
5. Revise and translate as necessary the International Y's Menettes Manual for use within your Area and distribute appropriately.
6. Establish a reporting system with the RSDs for Y's Menettes to monitor service efforts of Clubs within the Regions and the extension of new Clubs.
7. Prepare news articles on Y's Menettes for publication in the Y's Men Area bulletin.
8. Furnish RSDs with information and procedures for establishing new Y's Menettes Clubs.
9. Maintain records for your Y's Men Area on the number of Y's Menettes Clubs, their membership and service efforts on a Regional basis.
10. Prepare an annual report for the Y's Men AP and Area Council and the ID for Y's Menettes on the Y's Menettes movement on a Regional basis.
11. Submit suggestions to the Y's Men AP and to the ID for Y's Menettes for revision of this job description.
12. Relinquish all Y's Menettes records to your successor.

Y'S MENETTES**INTERNATIONAL DIRECTOR (ID) – JOB DESCRIPTION**

As an auxiliary to the Y's Men movement, Y's Menettes play a very important role in service to the YMCA and the local and world community. The International Director for Y's Menettes is responsible for promoting the conservation and extension of Y's Menettes by coordinating the efforts of Area Service Directors (ASDs) for Y's Menettes throughout the world.

Suggested approaches:

1. Work with Y's Men Area Presidents to recruit and train ASDs for Y's Menettes so that each Area is prepared to promote the Y's Menettes movement as an opportunity for women to support Y's Men and Y's Menettes programmes and projects, the YMCA and the local and world community as auxiliary units of Y's Men's Clubs.
2. Keep well informed of the International programmes and projects of Y's Men and Y's Menettes.
3. Through the use of quarterly or more frequent newsletters or other means communicate information on Y's Men programmes, Y's Menettes programmes, progress reports, news of new Clubs, etc., to the ASDs for Y's Menettes, sending copies to the Y's Men International Executive Officers and Council Members.
4. Maintain an up-to-date International Manual for Y's Menettes for appropriate distribution.
5. Establish a reporting system with the ASDs for Y's Menettes to monitor service efforts of Clubs within the Areas and the extension of new Clubs.
6. Prepare news articles on Y's Menettes for publication in "Y's Men's World."
7. Furnish ASDs with information and procedures on how to establish new Y's Menettes Clubs.
8. Maintain records for Y's Men International on the number of Y's Menettes Clubs, their membership and service efforts on an Area basis.
9. Prepare an annual report for the Y's Men International Executive Officers and Council on the Y's Menettes movement on an Area basis.
10. Submit suggestions to the Y's Men International President and International Secretary General for revision of this job description.
11. Relinquish all Y's Menettes records to your successor.