The true order of learning should be: first, what is necessary; second, what is useful; and third, what is ornamental.
Dear Chapter President,

I was very pleased when our FMCA National President, Jeff Jefcoat, discussed with me his strong desire to act in every way possible to assist our FMCA Chapters by giving them any and all tools that might be helpful in developing leadership.

All of us are aware of the problem we often have in finding officers. It is a proven fact that many are hesitant to assume an office because we doubt our ability to be a leader. With this in mind, President Jeff has decided to include this booklet containing leadership development information as another tool for your use.

Sincerely,

Mary Elizabeth Preston
THINK LIKE A LEADER

FORWARD

Elbert Hubbard said, “It is a fine thing to have ability, but ability to discover ability is the true test.”

LEADERSHIP IS A SET OF FUNCTIONS

Present-day ideas of LEADERSHIP are somewhat different from those of the past. We no longer think of a leader as a person who has unusual talents, who would excel in any situation, who stands out from the group -- superior of the rest.

A leader is elected or appointed to facilitate and guide the work of the group.

Many, many people are needed in this job of LEADERSHIP. Research has shown that people will accept leadership jobs if they are given specific assignments and if they feel they have the skills necessary to do the job.

Our job as leaders is to help people see the tasks to be done and to convince others that they do have skills necessary and can contribute to the leadership of their chapter; familiarize ourselves with the most current techniques of research and methods of training and leadership development.

Today’s belief is that LEADERSHIP is a set of functions, such as:

1) Leadership helps to get things done. In order to see this accomplished, a leader, first must realize their job is to guide the group, not run it.

   They must be sensitive -- a talent scout -- and put together all available talents within the members to a harmonious movement toward the chapter’s goal.

   They must be able to delegate authority and at the same time ask for help and ideas in order for each member to feel responsible for the success of the chapter, its projects, activities, and rallies.

   The person who helps the group get a job done is a leader and belongs to the family of function performers.

2) Leadership helps to keep a chapter together. A leader needs a positive attitude, which creates a climate for success, and they must keep the chapter informed and provide motivation, encouragement, and recognition.

   Ample opportunity must be provided for interaction. The relationship between leader and chapter is one of mutual stimulation and response -- mutual need and fulfillment. A leader welcomes constructive suggestions for altering methods of operating the chapter.
A good leader knows and practices effective communication -- a two-way street essential to the well-being of the chapter.

(3) **Leadership is the art of developing people.** A leader stimulates every person to share their talents, to accept responsibility so that all may share in the joy of doing, being a part of, and the satisfaction of accomplishment.

Because the successful leader shares in leading and helps others learn to lead, the leader fully understands the need for continuity and is eager to help provide training and develop future leaders.

(4) **Leadership influences others to make decisions.** Group decision is a product of at least three things: facts, feelings, and opinions. Ignoring feelings and opinions on the part of a leader results in a lack of commitment by members themselves. A good decision consists of involving all concerned in addition to solving a problem. Coming to a decision is generally achieved by these courses of action -- voting, compromise, or consensus.

This comprehensive “Think Like A Leader” program should be an ongoing effort. It will facilitate a better understanding of FAMILY MOTOR COACH ASSOCIATION, will develop current and future leaders, and will certainly strengthen our effectiveness at all levels of FMCA.
WHAT IS LEADERSHIP?

To begin with, leadership is a GROUP function. We cannot be leaders unless we have someone to lead. Without followers, we’re simply individuals striking out along a solitary course. We’re on our own.

Leadership is a twofold process -- give and take -- action and reaction -- stimulus and response. When we are leaders, we communicate with our group. And the group, in turn, responds to us.

PURPOSE: Getting people to work together efficiently and effectively is the purpose of leadership. It comes about when you know you have the right personality in the right situation at the right time to do the right job.

Good leadership is the quality that fuses a group into a working unit through which a thought can become an action, and an idea can be transformed into an accomplishment. Leadership can be a test of our own personal integrity, of our capacity to mature through increasing our own awareness of ethical values and spiritual relationships.

WHERE WILL FUTURE LEADERS COME FROM?

From your own members, of course! This means that we must start a chain reaction from the individual leaders to the chapter. This implies a natural and logical progression in three steps of development, each of which is essential to the success of the next step.

Greater opportunity for leadership training must begin at the local level with the individual leaders if we are to insure a constant supply of leadership material for the chapter, area, and national levels of FMCA.

Our obligation is to see that the potential leadership resources of our members are realized to the fullest. We should make no mistake about this: they do exist. No matter how small a chapter they belong to -- or how new to organized chapter work they are -- the “raw” material of leadership is there, waiting to be brought to light, trained, and perfected.

We must look around ourselves; start the evaluation with ourselves; then scrutinize our officers, committee members, and our fellow members. Do we, and they, possess the qualities of potential leadership?

Try answering these points?

1. You are glad to accept an assignment – and you do not complain that you wanted something else or that the one you’ve received isn’t sufficiently important.

2. You understand your obligation to your chapter and fellow members and to FMCA and are willing to work to the best of your ability to discharge it.

3. You are punctual and attentive at meetings, prepared to speak when needed, prepared to listen when others have the floor.
4. You are receptive to new ideas.

5. You are considerate of opinions of others, yet firm in upholding your own when it is important to stick to your guns.

6. You voice your criticism openly, in open meetings -- not to individuals or small groups of individuals -- and you believe in the group.

**WHAT DOES A GOOD LEADER DO?**

1. A GOOD LEADER, as their primary concern, PROMOTES FMCA. Their next concern should be to develop leadership qualities in those who are to come after them.

2. A GOOD LEADER helps their group to ESTABLISH THEIR OWN GOALS and objectives within the framework of FMCA Bylaws. They do not set goals for the group but operates according to their expressed desires. A good leader never uses the authority and prestige of their office to impose their own ideas on the chapter.

3. A GOOD LEADER is constantly creating opportunities for PARTICIPATION for as many members as possible at every meeting or rally. They study individual abilities and interests so that every assignment is a challenge and so that every member will find meaningful experiences in chapter work.

4. A GOOD LEADER constantly EVALUATES what the group is doing and accomplishing. They often ask, “Are we actually accomplishing what we started out to do? Why are we doing it this way? Is there a better way?”

5. A GOOD LEADER is not afraid to CHANGE. They are not afraid of controversy or constructive criticism. Just because the chapter had a certain type of rally last year is no reason to continue it forever unless the need still exists, and the chapter members want to continue it.

6. A GOOD LEADER knows and practices the techniques of effective COMMUNICATION. The lecturer-listener type of program is responsible for much of the apathy and indifference we all complain about. The good leader knows that communication is a two-way street and that we can never be sure we have communication until we get a reaction from our listeners.

7. A GOOD LEADER knows how to MOTIVATE people. They realize that people do only what they want to do -- what seems relevant and important to their own personal lives and family welfare. Therefore, the good leader is constantly showing chapter members how the rallies and get-togethers foster good fellowship and lasting friendships.

8. A GOOD LEADER is CREATIVE. They do not always follow in the familiar ruts established by long years of usage. They apply imagination to create relevance in the activities of the chapter, new ideas for rallies and maybe new projects, new opportunities for members to grow and develop.
FUNCTIONS OF A GROUP LEADER/MEMBER

A. **TASK FUNCTIONS**: Keep the group working on the subject at hand.

1. **Initiating**: Proposing tasks or goals; defining a group problem; suggesting a procedure or ideas for solving a problem.

2. **Information or Opinion Seeking**: Requesting facts; seeking relevant information about group concern; asking for suggestions or ideas.

3. **Information or Opinion Giving**: Stating a belief; providing relevant information about chapter concern; giving suggestions or ideas.

4. **Clarifying**: Elaborating, interpreting, or reflecting ideas and suggestions; indicating alternatives and issues before the group; giving examples.

5. **Summarizing**: Pulling together related ideas; restating suggestions after the group has discussed them; offering a decision or conclusion for the chapter to accept or reject.

6. **Consensus Testing**: Sending up “trial balloons” to see if the chapter is nearing a conclusion; checking with the group to see how much agreement has been reached.

B. **GROUP RELATIONS FUNCTIONS**:

1. **Encouraging**: Being friendly, warm and responsive to others; accepting others and their contributions; regarding others by giving them an opportunity for recognition.

2. **Expressing Group Feelings**: Sensing feeling, mood, relationships within the chapter; sharing one’s own feelings with other members.

3. **Harmonizing**: Attempting to reconcile disagreements; reducing tension; getting people to explore their differences.

4. **Modifying**: When one’s own idea or status is involved in a conflict, offering to modify one’s own position; admitting error; disciplining oneself to maintain chapter cohesion.

5. **Gate-Keeping**: Attempting to keep communication channels open; facilitating the participation of others; suggesting procedures for sharing opportunities to discuss group problems.

6. **Evaluating**: Evaluating group functioning and production; expressing standards for group to achieve; measuring results; evaluating degree of chapter commitment.
GROUP LEADERSHIP

A. When do we have leadership?

1. A leader is one who sees the needs of the people ahead of the rest of the chapter and who can plan and enlist others who can see the needs and are willing to work to correct the problem.

2. A person is a leader only as they are a member of a group. Every group continues to exist only as it satisfies the purposes, desires, interests of its members; the leader is the one in whom the group has confidence as being able to help them accomplish their purposes. Leadership grows out of the needs of the group rather than from the qualities possessed by the leader.

3. The relationship between leader and group is one of mutual stimulation and responses, mutual need and fulfillment. It has been said, people don’t rally around a leader unless the leader needs them. The leader who sincerely relays to their group that they are dependent upon them, for the achievement desired, and who gives each full recognition for their services thereby wins their loyalty and support.

4. It has been said, the first qualification of a good leader is someone that everyone likes whether they know much about their business or not, for unless people like their leader, it doesn’t seem that their brilliant qualities for leadership and their efficient training makes much difference.

5. It has been said, there is no such thing as leadership in general. A leader effective for one situation and one group is not necessarily effective for another group or for the same group in another situation.

6. The successful leader grows their own replacements by letting others share in leading. The less they are indispensable, the greater they are as a leader.

7. Leadership can be learned by practice. Of course, we should probably agree that there are certain personal qualities (such as amiability, friendliness, natural sympathy, self-confidence, self-assertiveness) that predispose a person to be picked for leadership roles. On the other hand, persons of ordinary ability, who lack self-confidence and self-assertiveness, but are loyal to the cause for which the chapter stands and are willing to assume responsibilities, often develop into excellent leaders for specific chapters. Thus new chapter situations create needs that call out qualities in individuals that they did not realize they possessed.

B. How can leadership be stimulated?

Training alone will not develop and maintain leaders. You, the elected leader, must help members decide to lead. People assume responsibilities of leadership because of (a) some dynamic drive; (b) some appeal to the emotions or involvement in the interests of a goal. For best relationship between leader and group, we should arouse in the
prospective leader a desire to be useful in the chapter rather than a desire to lead. Try to give the individual:

1. A vision of:
   a. The tasks that need to be performed within the chapter.
   b. The possible satisfaction to be derived from such services both to the individual agreeing to lead and to the chapter.

2. An awareness of the real need of others. This leads most people to do what they can to meet this need, particularly if it is a need they share in common with the group or about which their personal feelings are aroused.

3. Self-confidence attained by achievement in some sort of activity useful to the chapter. Small successes add confidence to try.

4. Stimulation for renewed efforts. Faith of others is one of the chief motivations for leaders.

HOW TO DELEGATE EFFECTIVELY

Leadership—the Art of Influencing Others

There are five main principles that have to be considered when delegating. They are:

1. Select the items (jobs) to be delegated, and get them organized. The first thing you, as agent, should look to delegate are routine duties you are handling now. In determining what should and should not be delegated, the best approach is to make a list of all jobs you are now doing yourself, then add to the list jobs you should be doing. Then adjust the job to be delegated.

2. Pick the proper person for the job. This does not necessarily mean the best, or even the most intelligent. But, make sure that the person on the receiving end will be able to understand what is given to them and be willing to do it.

3. Prepare and motivate the person to whom you are delegating. When you delegate an assignment you should think not only in terms of unloading work and responsibility, but in developing status, prestige and initiative in the members as well. Make the person want to cooperate by building his/her confidence in himself/herself -- expressing your faith in their ability -- emphasizing the importance of the delegated job.

4. Turn over the work and make sure it is fully understood. You have selected a job to be delegated; you have selected the proper person for the job; you have motivated him/her -- so now turn it over to him/her. Effective delegation is largely a matter of effective communication. First, explain the reason for the job, then the job itself. Use every means possible, written or graphic, just so he/she understands what the expected result is.
5. Encourage independence. When you delegate, make sure you don’t merely become a crutch for the person to lean on. No bird is going to learn how to fly until it gets the chance to try its wings; this holds true for people, too.

Effective communication is very important in the delegation process to be certain that the delegate clearly understands their new responsibilities and what is expected of him/her. This, then, is the art of delegation. It is the key that will open doors to new experiences and new interests, and at the same time teach responsibility. Effective delegation aids progress, builds morale, and will most certainly inspire initiative.

CHECKLIST FOR GOOD GROUP LEADERS

1. They understand the aims, purposes, and objectives of their chapter, their area, and the national (FMCA) and are willing to translate them into action through meaningful service.

2. They understand how to relate the task to the member and resources available and shape their activities.

3. They understand how to define a responsibility clearly and accurately -- NOT ONLY WHAT must be done, but When and by Whom.

4. They try to learn and understand how to coordinate the activities of many members into a related role.

5. They understand the importance of praise and are willing to share the spotlight with others.

WAYS TO STRENGTHEN LEADERSHIP

1. Start with yourself. Take interest in the members and the work. If I am a good member, I will give momentum to others.

2. Appreciate your chapter and your parent organization, FMCA. Keep alert. Keep trying -- especially if you feel frustrated or sense an aggravating condition.

3. Declare yourself -- speak up! Your chapter is a live, vibrant part of FMCA. Champion aims! Make your voice heard constructively with ideas.

4. Recognize that the chapter work is MY work. Actively preserve the rich heritage of FMCA. Let’s add our bit for those to come later.

5. Develop initiative. Your suggestion could be the spark that the chapter needs.

6. Maintain interest. Train each member to be upgraded to the highest office. Remember that indifference to individual abilities breeds cynicism and apathy.

7. Offer your services. There are many tasks to be performed. Go the “extra” mile in service.
8. Know the organization. FMCA, area, and chapter. Be conversant with the history of the aims, ideas, and program or rallies. List the results accomplished; let others know about your chapter.

9. Keep chapter principles alive. Can you discuss the concept contained in each principle? What does each principle mean to you?

10. Become and stay well-informed. You will be happier if you know the challenges of each committee. Did you meet the challenges of the past administration? How far have you progressed with the challenges of this administration? Where does your chapter stand in accomplishment? How much did you personally contribute?

11. Recognize the fact that it is YOUR chapter. You want to enhance what is yours. Give credit and appreciate efforts of all who are making a great organization out of YOUR chapter.

12. Leaders ENCOURAGE -- never discourage! Shield each member from misunderstanding at every meeting. Give moral support. Be generous in offering your friendship when a member is discouraged. Exercise fairness and restraint. Feed sincere understanding to each spark of interest. Have you ever felt betrayed or that there was no gratitude for your efforts? Reassurance is needed by all of us. Leaders give it.

MEMBERS ARE IMPORTANT

Members are the most important part of any organization.

Without them your meeting place and your rallies would be empty, silent. Your leaders would stand alone, without the followers they must have if they are to carry out their duties. And your Constitution, your Bylaws, all your resolutions, would be reduced to so many words, lacking the human factor that gives them life.

Members make an organization. If they are irresponsible, incompetent, unethical, unworthy, they can break it.

Placement of Members

To spark interest or flagging interest and to insure a continuing desire among members to participate in chapter work, make sure you “place” your members strategically. Failure to appoint a member to a committee on which he/she feels his services would make a valuable contribution can sometimes kill his interest, and completely nullify his future effectiveness.

USE ALL YOUR MEMBERS. Jobs and assignments should be broken down and apportioned among several in the chapter, instead of being held tenaciously by two or three. Don’t perpetuate the same officers, directors, and committees. Make your chapter a democracy with equal opportunity for each member to be active -- not a dynasty where only the same select few ever get a chance.
DUTIES AND OBLIGATIONS OF MEMBERS TO THE CHAPTER

1. Investigate the purposes of the chapter before applying for membership -- then actively support its projects and/or rallies.

2. Attend meetings and all rallies and be on time; remain until the end of the meetings and rallies.

3. Be respectful of chapter obligations (dues, making and canceling reservations, Bylaws) and loyal to officers and fellow members.

4. Accept responsibilities of membership -- devote yourself willingly to any task. After accepting a job, keep complete records of all procedures (future reference) and give concise, to-the-point records.

5. Give courteous attention to the presiding officer, guest speaker, and others giving reports or those who have the floor. Stand and address the chair when wishing to speak.

6. Weigh carefully the pros and cons of any controversial subject confronting the chapter.

7. Set a good example in the community; uphold the good name of your chapter and FMCA; be friendly, helpful, and tolerant with the new chapter members.

8. Never be afraid to ask questions (we all do).

9. Introduce yourself to other members and offer to help on any and all rallies.

10. If you have a special talent or ability, put it to use by joining one of the chapter’s activities. Your ability will be seen and quickly put to good use.
NATIONAL DIRECTORS

As a National Director you represent your chapter and also Family Motor Coach Association. You agree to the responsibility of representing your chapter at any meeting, including the Governing Board meetings.

Your duties as National Director extend over three periods of time:

a. Before the meeting
b. During the meeting
c. After the meeting

We will discuss each of the areas of duty separately:

A. While it is impossible in a short space of time to enumerate those things that should be done before the meeting, some are of paramount importance.

1) Study the material sent to you prior to the meeting. This probably includes the most important business to be transacted, proposed amendments to the Bylaws, electing officers, voting on the budget, voting on issues and such other business as the Bylaws make mandatory.

2) Discuss with your chapter the names presented by the Nominating Committee, for you do not necessarily vote your personal choice, but if a nominee is endorsed by your chapter, you are honor-bound to give the nominee your most careful attention, and if instructed to vote for a specific nominee, it is your duty to carry out the wishes of your chapter. Roberts Rules of Order does indicate that the chapter should not tie the hands, but the National Director should be allowed to vote for the person who would, in the National Director’s estimation, best serve FMCA.

3) Take to the meeting your copy of the Bylaws, material mailed to you, pen and notebook. Write it down -- don’t try to recall facts.

B. During the meeting.

1) Register or be checked in promptly.

2) ATTEND ALL MEETINGS – remember your obligation, and be on time.

3) Read and observe the meeting’s Standing Rules.

4) Vote with your chapter’s viewpoint in mind, and do not forget to consider the good of the chapter and the good of FMCA.

5) Take part in the discussion.
C. After the meeting.

1) Prepare a report to be given to your chapter.

2) Give a full report of the actions taken by the Governing Board and include a brief statement of the reason for the action.

3) Report in detail amendments to the Bylaws and be sure to state what was the final decision on each -- did it pass or fail?

4) Give the gist of the discussion on issues -- both pro and con.

If you do all these things, you will be a GOOD NATIONAL DIRECTOR.
CONDUCTING EFFECTIVE MEETINGS

Call to Order

1. Presiding Officer stands AT DESIGNATED TIME. ONE tap of the gavel.

   “The meeting will please come to order.”

2. Wait for perfect order. Ascertain if a quorum is present.

3. Have available a copy of your Bylaws, your Parliamentary Authority (Robert’s Rules of Order, Newly Revised), your Membership List, and a WELL-PREPARED AGENDA.

Opening Ceremonies

1. Invocation

2. National Anthem

3. Pledge of Allegiance. (Make certain there is a flag and that it is properly displayed.)

4. Other ceremonies as appropriate or customary.

Reading and Approval of Minutes

“The Secretary will read the minutes of the preceding meeting.”

1. The secretary stands to read the minutes. Minutes should be brief, but accurate.

2. They MUST contain the exact wording of every motion. The name of the seconder is not necessary. They must state whether every motion is carried or lost.

3. Previous Board Meeting minutes should be read at Board Meetings, and previous Regular Meeting minutes are read at Regular Meetings.

4. The President asks:

   “Are there any corrections to the minutes?” (Not ADDITIONS or Corrections.)

   “There being none, the minutes stand approved as read.” - or -

   “If there are no further corrections, the minutes stand approved as corrected.”

Correspondence

1. Corresponding Secretary (Recording Secretary if there is no Corresponding Secretary) will read the communications received.
2. Long letters may be synopsized and given as a report of correspondence received.

3. Correspondence requiring club action shall be given to the President to be acted on under “New Business.”

Report of Officers

Officers normally report only at Annual Meetings. If they have been assigned special tasks or have other matters to report, they would report in order of rank.

Treasurer’s Report

1. A brief financial statement is normally given at regular meetings.

2. A full Treasurer’s Report is given at the Annual Meeting, and it is a good practice to have copies of the report available for all members.

3. No action is taken on reports of the Treasurer.

   “This report has been read for your information and will be placed on file.”

Auditors Report

1. When Auditors report, it is presented immediately following the Treasurer’s Report. This report must be adopted.

   “The motion is on the adoption of the report of the Auditors.”

Board of Directors Report

1. The Secretary will read any report that is submitted by the Board of Directors.

2. If the Board of Directors report concludes with recommendations, they can be acted upon at this time. (Board of Directors recommendations can also be acted upon as the first item under “New Business.”)

3. Each recommendation should be acted upon individually.

   “The motion is on the first recommendation of the Board that ---------“ (No second necessary.)

Committee Reports

1. President should ascertain before the meeting which Committees have reports to give to avoid calling on those who do not.
2. Order of reports:
   a. Department Reports (Alphabetically)
   b. Standing Committees (As listed in Bylaws or alphabetically)
   c. Special Committees (In order of appointment)

3. No action is necessary to “receive” reports. Once they have been heard, they have been received.

4. If a committee desires certain actions, the reporting member of the committee makes the recommendations at the end of the report and moves their adoption. No second is necessary and action is taken at that time.

   Recommendations that are adopted become effective IMMEDIATELY.

5. If there is more than one recommendation made, each recommendation should be voted on separately.

Unfinished Business

1. The President should NOT ask “Is there any unfinished business?”

2. The President and/or Secretary should have a record of unfinished business on the agenda, and it should be presented for consideration at this time.

3. Unfinished business includes:
   a. Business postponed from the previous meeting.
   b. Business on which action was not completed at the previous meeting.

NOTE: This does not refer to Tabled Business. It is not the President’s duty to take motions from the table. Any chapter member can take a motion from the table. Tabled motions must be taken from the table at the next chapter meeting (which must be within 3 months) or the motion is automatically killed.

New Business

1. Before business can be acted upon it must be presented to the group in the form of a motion, resolution, or recommendation, with appropriate second when required.

2. Steps necessary for Making a Motion:
   a. Rise, address the Chair -- “Madam/Mr. President.”
   b. Recognition by the Chair.
   c. Statement of the motion -- “I move that………..”
   d. Second to the motion. “I second the motion.”
   e. Statement of the motion by the Chair. “It has been moved and seconded that …. "
   f. Discussion. “Are you ready for the Question?”
g. State the question. “All those in favor say ‘Aye’ -- those opposed say ‘No.’”
h. Announce the vote and **THE RESULT** of that vote.

3. Rules for discussion:

   Speaker must:
   
a. Be entitled to the floor.
b. Address remarks to the chair, be courteous, avoid all personalities.
c. Confine discussion to the question pending.
d. Observe the rules as to the number of times and number of minutes he/she may speak to the question.

   1) Persons making motion may speak first.
   2) Alternate Pro and Con -- if possible.
   3) No one can speak for the second time until all who desire to do so have spoken once.
   4) Unless otherwise designated, no one can speak over 10 minutes on a subject.
   5) No one can speak more than twice on a question on the same day.

4. Voting Procedures:

   a. Vote is taken by “voice vote.” If the result of the vote is doubtful, the chair can call for a rising vote, first for the affirmative and then for the negative.

   b. The Chair can count the vote if he/she desires to do so, but he/she cannot be forced to do so except by properly adopted motion.

   c. When the vote is a tie, the motion is lost. (After the vote has been determined, the Chair may vote if that vote will change the results.)

   d. The Chair may vote to make a tie, or to break a tie, to secure a 2/3 majority when required, if that is his/her desire.

      **THE CHAIR DOES NOT HAVE TO VOTE.** It is wiser for the Chair not to express his/her opinion unless it is essential in the best interests of the club.

   e. If the Chair wishes to express an opinion during discussion he/she must vacate the Chair and not return until the question is properly disposed.

**Announcements**

1. The President announces the next meeting and any other important matters.

2. He/She asks - “Are there any other announcements?”
Adjournment

The motion to adjourn can be assumed:

“If there is no further business and no objection, we shall adjourn this meeting. There being none, the meeting is adjourned."

One final TAP of the gavel.

The Gavel

The Gavel is the “symbol” of authority. It should be used sparingly.

One firm TAP to open the meeting. One firm TAP to close the meeting. It should be used otherwise ONLY when necessary to maintain order.
WHAT THE MINUTES SHOULD CONTAIN

1. Kind of meeting: Regular, Special, Adjourned, Board Meeting, etc.

2. Name of the assembly.

3. Date of the meeting and the place if the chapter does not have a regular place to meet.

4. Whether the President and Secretary were present -- or their substitutes.

5. Whether the minutes of the previous meeting were approved or dispensed with.

6. Minutes should contain the four following items from the Treasurer’s Report:
   a. Balance on hand at time of last report.
   b. Total receipts since that date.
   c. Total disbursements since that date.
   d. Balance presently on hand.

7. Minutes should contain only highlights of reports given orally. If written reports are also given, only a record that the report was given is made in the minutes and a copy of the report is attached.

8. Minutes contain ONLY a record of what is DONE -- and NOT what is SAID. No personal comments, complimentary or otherwise, can be included.

9. All “Main Motions” that were not withdrawn -- and indicate whether they were adopted or lost. Include the count when votes are counted.

10. All Points of Order and all Appeals -- whether sustained or lost -- will be included.

11. All other motions THAT WERE NOT LOST OR WITHDRAWN are noted.

12. The name of the person making the motion -- but NOT the NAME of the Seconder.

13. If an election takes place, include a full report of all votes cast as shown by the teller’s report.

14. Names of new members and those who resign or forfeit membership must be included in the minutes.

15. The hour of adjournment is included.

16. Minutes should be signed: “John/Jane Doe, Secretary” -- and NEVER “Respectfully submitted”.

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17. Corrections should be inserted in the margin with a carefully drawn line around or through the subject matter corrected. They should never be erased or obliterated.

18. After the minutes are approved, write the word “Approved,” together with the date at the bottom of the page and sign your name and the word “Secretary.”

19. Remember – All minutes MUST BE READ AND APPROVED at one time or another. If reading of the minutes is dispensed with, the minutes dispensed with must come before the next meeting BEFORE the reading of the later minutes. Minutes can be approved by a committee appointed by the Chair at the beginning of the meeting.
BASIC PARLIAMENTARY LAW

Basic knowledge of Parliamentary Law is necessary to get business accomplished in an efficient, orderly manner, expressing the will of the majority, while protecting the rights of the minority, individuals, and absent members -- and yet maintain harmony among chapter members.

These motions will accomplish this:

I. Motions to Introduce Business

A. Original Main Motions - Brings new subject before assembly for consideration.

B. Incidental Main Motions - Motions incidental to or related to business of the assembly, or to its past or future actions.

Eight Steps Necessary for Making a Motion

1) Rise, address the Chair. “Mr./Madam President”
2) Recognition by the Chair.
3) Statement of the motion, “I move ….”
4) Second to the motion. “I second the motion.”
5) Statement of the motion by the Chair. “It has been moved and seconded that ….”
6) Discussion. “Are you ready for the Question?”
7) State the question. “All those in favor say ‘Aye’ - those opposed ‘No’.”
8) Announce the vote and result of that vote.

II. Motions to Modify or Amend

A. Amend - Motion to change a motion.

Primary and Secondary Amendments allowed.

Forms of Amendment

1) Insert or add words.
2) Strike out words.
3) Strike out and insert words.
4) Substitute one paragraph or resolution for another.

B. Refer or Commit - Motion to delay action and give opportunity for more consideration by a small group of members usually to report back findings and/or give recommendations.
III. Motions to Defer Action

A. **Postpone to a Certain Time** - Cannot be postponed beyond next regular scheduled meeting, but can be postponed again at each subsequent meeting.

B. **Lay on the Table** - Motion to TEMPORARILY set aside.

   The motion cannot be brought up again except by a Motion to “Take from the Table.” MUST be taken from the table at the next meeting (which must be within 3 months) or it is automatically killed.

IV. Motions to Suppress or Limit Debate - Requires 2/3 vote as it takes away rights of members.

A. **Previous Question** - Motion to close debate and bring motion to a vote.

   Must take a vote first on the Motion of “Previous Question” then take a vote on the motion itself.

B. **Limit or Extend Debate** - To limit or extend length of speeches, amount of speeches, or set time for debate to end.

   *(Robert’s Rules of Order allows no more than 10 minutes per speech, if the chapter has no rule of its own, and no one can speak more than twice on a motion.)*

V. Motions to Suppress the Question

A. **Object to Its Consideration** - Requires 2/3 vote.

   Must be made before any discussion is started. Purpose is to avoid an unprofitable question.

B. **Previous Question** - Stops debate immediately; brings to a vote.

C. **Postpone Indefinitely** - Motion to simply kill a motion. (Or to test a motion)

D. **Lay on the Table** - Would be killed if no one moved to “Take from the Table” at next meeting.

VI. Motions to Consider a Question for the Second Time

A. **Take from the Table** - Used to take a question from the table which was postponed temporarily by “laying on the table.”
B. **Reconsider** - Motion used to correct hasty action. Motion must be made by someone voting on prevailing side and must be made at the same meeting or the next day.

C. **Rescind** - Motion to change action previously taken. If it is too late to reconsider, must make motion to rescind, but this requires a 2/3 vote.

D. **Ratify** - Motion to approve action previously taken.

(Take from the Table, Rescind, Ratify - actually are Incidental Main Motions.)

**Other Motions**

**Privileged Motions**

1. Call for Orders of the Day
2. Question of Privilege
3. Recess
4. Adjournment
5. Fix Time and Place for Adjournment

Privileged motions are such that they take precedence over all other questions and must be considered before any other motion, and, on account of their high privilege, are undebatable.

These motions can be made when other motions (main and subsidiary) are pending.

**Incidental Motions**

1. Appeal
2. Parliamentary Inquiry
3. Point of Order
4. Suspend the Rules (2/3 vote)
5. Division of Assembly
6. Division of Question
7. Consider Seriatim (by paragraph)
8. Read a Paper
9. Withdraw a Motion
10. Motions with regard to Nominations and Voting

Incidental motions are motions that arise out of other questions and must be disposed of immediately, before action can be taken upon the question out of which they arise.

They cannot be debated, except a debatable appeal.

They yield to privileged motions.
COMMITTEE REPORTS

It has been said, the committee is the eye, ear, and hand, and very often the brain of the assembly. A committee is always part of the organization, not a separate entity, and needs to have effective communication with the larger group. A good committee report is the way that effective communication is achieved. A well-prepared, business-like report sparks a positive reaction in assembly members for the committee’s work.

Committee reports inform the members of developments, lay foundations for future projects, and often, by means of resolutions, recommend definite action. In addition, they form a permanent record of accomplishments of the organization.

Making an Effective Report

All reports should be clear, brief, objective, logical, and easily understood (especially reports given orally). All reports should be written and put on file. All resolutions and amendments originating from the committee must be written and handed to the presiding officer or secretary at the time of making the report.

Who Gives the Report?

The Chairman; otherwise a member designated as the “reporting member” who is selected by the committee in advance and who must be well prepared to give reasons for the committee’s recommendations and to answer questions about the report.

Preparing the Report

A draft is prepared by one member of the committee, usually the Chairman, and submitted to the committee for its approval. A committee report may contain only those items that have been approved by a majority vote of the committee members present in a meeting, provided that every member has been notified of the meeting. If it is impossible for the committee to have a meeting, the report may contain only what is agreed to by every member. The committee votes its adoption as the official report, observing rules for inclusion of minority view.

Form of the Report

The report of a Standing Committee is generally headed as “Report of the _____ Committee.”

The report of a Special Committee, on the other hand, should always indicate clearly at the beginning what the committee was ordered to do.
The committee report should always be written in the third person.

It should be the accurate and systematic presentation of the investigation made or of the work accomplished. When the report contains a number of facts or recommendations, they should be summarized near the end of the report just before the resolutions.

If these recommendations require action on the part of the assembly, the report should CLOSE with a carefully worded motion or resolutions prepared to carry those recommendations into effect (see section on Presenting a Committee Report).

Signing of the Report

On important matters it is preferable for all agreeing members to sign the report, with the Chairman signing first, without writing the word “Chairman.” If the committee has authorized him/her to do so, the Chairman may sign it alone, adding the word “Chairman” after him/her name.

Signatures follow immediately after the body of the report. The use of the words “Respectfully submitted” is no longer customary.

Presenting a Committee Report

The reporting member of a committee informs the presiding officer before the meeting that the committee report is ready.

The order of reports is:  Department Reports  (Alphabetically)
Standing Committee  (As listed in Bylaws or alphabetically)
Special Committees  (In order of appointment)

No action is necessary to “receive” reports. Once they have been heard, they have been received.

At the proper time the reporting member of a committee:

1. Rises and addresses the chair;
2. Is recognized by the presiding officer;
3. Presents the committee’s report;
4. If action is required, moves the adoption of the recommendations. The motion is: “By direction of the committee, I move the adoption of these recommendations.”
5. Hands a copy of the report/resolution to the presiding officer and/or secretary. (Reports should be typewritten.)
If a committee desires certain actions, the reporting member makes the recommendations at the end of the report and moves for their adoption. No second is necessary and action is taken at that time.

Recommendations that are adopted become effective immediately.

If there is more than one recommendation made, each one should be voted on separately.

After the motion is stated by the chair, the reporting member is entitled to be the first to speak in debate of the motion.

**Annual Reports**

A few words should be said about presenting annual reports to the membership. Time-wise, it is practically impossible to have all committee annual reports read in a meeting. Instead, they may be posted on an accessible bulletin board or printed in the organization’s bulletin or yearly report.

Committee annual reports should be carefully prepared following the same procedure as “Making An Effective Report.”

**Kinds of Items Included**

Annual reports should include the title of the chairmanship and when the chairmanship was assumed. It should state the regular duties of the position and how they were carried out as well as any special assignments within the organization or representing the organization.

To assure a smooth flow of continuous activity from one administration and/or one year to the next, annual reports and procedure books are indispensable. There is real merit in “drawing” together the year’s activities and presenting a unified picture of that year’s accomplishment.
JOB ANALYSES

The President:

Presides at all meetings.

Must have a basic knowledge of parliamentary procedure.

Is prompt, calls all meetings to order on time, there being a quorum present.

Announces the business before the assembly in the order in which it is to be acted upon.

Preserves order.

Recognizes members entitled to the floor.

a. When two persons try to obtain the floor at the same time, preference should be given to the one who has not previously spoken.

b. The president should alternate from those who oppose and those who are in favor of a motion if possible.

Makes parliamentary decisions and rulings.

May seek advice of a parliamentarian.

Never uses the personal pronoun, but refers to himself/herself as “The Chair” while presiding.

The president reports in the third person, using “This Officer” and “Your President”, etc. instead of the personal pronoun.

May vote to make or break a tie in a voice or roll call vote.

Votes as any other member in a ballot vote and CANNOT break a tie in a ballot vote.

Leaves the chair to debate - NEVER debates from the Chair. Does not resume the chair until after the vote is taken.

Must be firm, competent, tactful and just. Must be neutral in the Chair on controversial matters and must allow full discussion on all debatable motions.

Should arrive at the place of meeting enough ahead of time to be sure that the “stage is set” and everything and everyone is in readiness for the opening of the meeting.

The presiding officer never “turns the meeting over” to anyone. They announce that the meeting will continue by presenting the next person on the agenda.
Performs all other duties as specified in the bylaws.

**Vice President**

The vice presidents, in their order, would perform the duties of the president in the president’s absence or inability to serve.

The vice president assumes the office of president for the unexpired term in the event of illness, resignation or death of the president. This is so, unless the bylaws of the chapter state specifically how vacancies are to be filled.

They preside at all official meetings when the president is absent or when the president leaves the chair to discuss a motion and do not relinquish the chair until after question has been put to a vote.

The vice president must have a basic knowledge of parliamentary procedure.

Usually the bylaws prescribe specific duties for the vice president, such as Rally Chairman, etc. Not only should the vice president be able to take the place of the president when necessary, but they should also be qualified to assume any chairmanship that is theirs by virtue of their office.

The vice president should be prepared to assist the president in every way and help to make the president’s term of office a pleasant one.

In case of the president’s prolonged absence, the vice president may exercise all the duties of the office as outlined in the bylaws, but they cannot change or abolish any rules the president may have established.

The vice president cannot fill vacancies if the bylaws specify that these are to be filled by the president.

**The Recording Secretary**

The recording secretary keeps the records of the chapter and the minutes of the meetings. They read the minutes.

They keep a register or a roll of the members.

They keep a book containing a copy of the constitution and bylaws, rules of order and standing rules. It is suggested that alternate blank pages be inserted between each page of this book, thereby providing space to record any amendment.

Prepares or assists the president in preparing the agenda for meetings.

The recording secretary has a list of all committees.

This officer would notify officers, committees, and National Directors of their election or appointment.
In the absence of the president and the vice president, the secretary shall call the meeting to order and preside until the election of a chairman pro tem. The bylaws or standing rules should clearly define any additional duties of the secretary.

**Corresponding Secretary**

It is the duty of the corresponding secretary to send out notices of all meetings and to conduct the correspondence of the chapter.

When there is but one secretary this officer acts as recording secretary as well as corresponding secretary.

They should give prompt attention to all correspondence and a carbon copy should be kept, as these are part of the chapter’s files.

Typewritten letters are preferable and should be brief.

If answering a formal invitation the reply should be formal.

When making a report to the chapter, mention the number of communication received and the number sent out since your last report. Refer to the courtesy letters that do not require action.

All letters and petitions that require action should be introduced under new business.

**Treasurer**

The duties of the treasurer vary in different chapters and should be clearly stated in the bylaws.

The bylaws should state if the treasurer is to be bonded.

They are the custodian of all funds of the chapter (unless otherwise stated in the bylaws).

They receive and disburse funds (by check) on signed “orders to pay,” which should be in the form of vouchers signed by the president and the treasurer. These are for the auditor.

The treasurer’s books should be audited at least once a year before the annual meeting.

When the auditor’s report is presented, there is a motion to adopt it. No action is taken on the treasurer’s report.

The brief report made at the regular meetings should consist of:

- The previous balance at a certain date;
- The receipts, itemized;
- The disbursements, itemized;
- The balance on hand, to date.

No action is taken on this report. It is filed for the auditors.

The treasurer should keep an accurate up-to-date list of members in good standing.
The treasurer’s report should be in triplicate, one copy for the president, one copy for the secretary, and one copy for the treasurer’s record.

The treasurer issues membership cards.

The treasurer sends out dues notices.

COMMITTEES

In order to facilitate the work of the chapter, much of the preliminary work is undertaken by committees. This prevents long and endless discussion on the floor and provides for a division of work. The committees do not transact business, but simply prepare it so that it may be presented to the meeting in the form on which action can be most readily taken.

There are two kinds of committees -- STANDING AND SPECIAL.

Standing Committees

Bylaws provide for the creation of standing committees. Standing committees handle matters that are permanently connected with the chapter. Members of these committees are usually elected, or appointed, as provided in the bylaws, for each administration, and serve for that specified term.

Special Committees

A special committee is one created and appointed for a specific purpose. When its work is done and its final report made, it automatically goes out of existence. Just what the committee can and is expected to do is limited by the motion creating it and the deep-rooted customs of the chapter. A job description for this committee is valuable.
PROTOCOL

Today protocol is an important factor in all organizations. It promotes orderly procedure following the rules of etiquette. Personal friendships, likes and dislikes MUST NOT be considered. The office is being honored -- NOT the person.

The presiding officer is generally responsible for directing the application of the principles of protocol within the organization and at the outset will reflect favorably or adversely upon their leadership ability.

GENERAL ORDER OF RANK IN FMCA

The following order of rank should be observed at all times for seating, introductions, receiving lines, etc. GOOD COMMON SENSE dictates slight deviations.

FMCA National President
FMCA National Officers
Area Association Officers
Chapter Officers

Past Presidents or Past Area Officers

Past FMCA National Presidents and Past National Area Vice Presidents of the area should be extended every courtesy. They are usually introduced or “honored” at some time.

For introductions, the officer who served most recently is introduced first, then the others in order. Order may be changed if Past FMCA National Presidents or Past National Area Vice Presidents are called upon for remarks or other special responsibilities.

Receiving Lines

1. Order:
   Chapter President
   Area Vice President
   Honored guest
   Other distinguished guests…it is advised that officers -- chapter, area, FMCA National Officers -- be placed between visiting dignitaries to eliminate the necessity of a dignitary presenting a guest to another dignitary.

2. Arrange according to rank.

3. Receiving lines should be kept as short as possible, without offending anyone.
4. A receiving line should never be so long that progress is impeded, and conversations “in line” should be brief.

5. Appoint someone to introduce guests to the first person in line.

6. Participants are lined up according to prescribed rank. It is customary to head the Receiving Line with an official hostess to introduce the highest ranking guest to the members. Each person in line introduces the person next to them, repeating the name of both parties.

Good Rule of Thumb

As presiding officer, learn the proper rules of protocol and procedures. When in doubt, use good judgment. Deviate from proper procedures only when it is necessary or you feel a special “honor” is required. If you deviate from proper procedure, let it be because you have good reason to do so, and NOT because you do not know better.

Head Table Seating

1. Seat according to rank.

2. Provide a seating chart for the presiding officer.

3. It is suggested that the number seated at the head table not exceed twelve.

4. Place cards should be used at the head table.

5. In the case of two guests of equal rank, the one who has traveled the greatest distance ranks highest.

6. It is not necessary to recognize FMCA dignitaries at all meetings or functions in their own chapter, but this should be done at any special function.

A. Presiding officer (at all levels) in center or to right of lectern. If there is an odd number, the presiding officer is seated in the center. If there is an even number, the presiding officer is seated to the right of center.

B. Highest-ranking member is seated to the right of the presiding officer, next ranking officer to their left, next to their right, and so on. (If it is a business meeting, the parliamentarian would be first to the right of the presiding officer.)

COURTESY

Chapter Members in FMCA Leadership Position

1. Assist with expenses, if your chapter treasury allows.

2. Be proud of them; give recognition at meetings, allow time to make remarks.