

LEADERSHIP
Programs Action Plan
2021-2022
Barbara Parkhurst, Chair

The Leadership Program raises awareness of ALA leadership development opportunities.

What can you do?

1. Learn about and promote participation in the ALA Academy, which is a result of the 2014-2019 ALA Centennial Strategic Plan.

Member

- Work with a member to develop/enhance interest, skills and knowledge of the ALA.
- Become familiar with the different types of leadership training available through your department, the national organization and your community. Pick one that interests you and participate wholeheartedly.
- Develop your leadership skills by volunteering to chair a short-term project.
- Give a short presentation on ALA training opportunities to the unit.

Unit

- Get to know the members of your unit. Help them identify the skills they have to be able to better serve our veterans. Not all leaders have titles.
- Identify members interests and skills. Match projects based on individual member's strengths.
- Incorporate at least one aspect of leadership learning at meetings.
- Hold a workshop focusing on preparation of reports and applying for awards.
- Provide the ALA pin to new members.
- Purchase a Unit Guidebook to share among members at meetings and encourage them to go online to download information.
- Identify individuals willing to assist members who wish to acquire or strengthen computer skills in order to communicate via the internet.
- If individuals lack the ability to communicate via the internet, ensure their inclusion in all unit and department communications.
- Participate in the ALA Academy as a unit.

2. Enhance leader's knowledge about ALA history, programs, and organization.

Member

- Take *Welcome to the American Legion Auxiliary Senior Auxiliary Basics, A Course on our History and Legacy* at www.ALAforVeterans.org under the Leadership tab.

- Attend district/department training sessions/workshops.
- Volunteer to be a trainer/course leader.
- Ask questions.
- Share past experiences.
- Prepare a personal history of your involvement in the ALA.
- Attend an ALA Mission Training session or other national event.

Unit

- Initiate new members. Offer every new member an orientation packet.
- Offer an ALA information refresher course for all members.
- Recognize members who have completed *Welcome to the American Legion Auxiliary Senior Auxiliary Basics, A Course on our History and Legacy*.
- Encourage members to participate in Mission Training or other national event.

3. Encourage the use of ALA reference documents and materials, such as the Unit Guide Book, Unit, Department, and national Constitution & Bylaws, Department Operations Guide, ALA Girls State Program Guide, and the national website listing of previous annual reports, to include the Centennial Strategic Plan initiatives.

Member

- Download/purchase the referenced documents and become familiar with them.
- Volunteer to assist a Junior member in learning about the documents of the ALA.
- Ask questions about any programs or terminology you don't fully understand.
- Ask members to review the Unit Guide Book, Unit Constitution & Bylaws, Department Constitution & Bylaws and National Constitution & Bylaws noting things found that you do not understand. Bring these questions to your Leadership chair for clarification.
- Participate in the ALA Innovative Leadership Video Contest Challenge. If chosen, your video will be playing on the ALA YouTube channel. Go to www.ALAforVeterans.org or your Department Leadership Chair for specific information.

Unit

- Set aside a time to discuss important ALA documents at unit meetings and choose a committee to address changes in procedure based upon a review of the referenced documents.
- Develop a plan to assist Junior members in learning about the referenced documents.
- Using available materials, develop a unit plan for projects that your unit is interested in working.
- Hold a workshop to explain unit Constitution & Bylaws, Standing Rules, how the unit finances are structured, how the budget is planned, and how to write meeting minutes.

- Set aside a “show me where it is printed” at meetings where members can ask why something is done the way it is or where in the governing documents it says we have to do it this way.
- Ask members to review the Unit Guide Book, Unit, Department, and National Constitution & Bylaws noting things they don’t understand or find puzzling and address what comes from the discussion by documenting the results. Set aside time to answer any questions that arise from any discussions on ALA documents. Follow guidelines on www.ALAforVeterans.org. Submit to the national organization, the name of any member who demonstrates an innovative leadership recruitment or development practice, for a National President “Shout out”. Follow guidelines on the national website.

4. Offer a mentoring program, utilizing the knowledge and experiences of members who have served as leaders beyond the unit level.

Member

- Complete a (member/leader data) unit survey for your unit. Refer to www.ALAforVeterans.org, Leadership page, and How To sheet found at the end of this program plan.
- Volunteer to be a mentor for a member or Junior member on the unit/department level.
- Learn the process and apply for a unit, department and/or national appointment.
- Seek election to a unit, department or national office.
- Apply for a unit, department or national committee appointment.

Unit

- Use positive, experienced members to train and guide new members.
- Encourage members to volunteer to train/guide new members.
- Encourage members to become “experts” in some areas so that they can become the unit mentor in that area.
- Discover potential leaders and talent within your unit by collecting a unit survey form from every member.

5. Nurture a culture of goodwill at all levels of the organization.

Member

- Resolve to consider your own behavior before evaluating others.
- Participate in discussions or debates while demonstrating respect for opinions that are different from your own. When you disagree, extend the olive branch of friendship since we all share a common mission.
- Speak privately with another member directly, rather than involving others with your concerns.

Unit

- Invite new members to participate in meetings and events.
- Always greet new members and offer a new member packet.
- Provide unit officers and chairs contact information.
- Unit leaders should encourage members to work their issues out directly with the parties involved rather than attempting to fix the situation by intervening.
- Listen to what members have to say and thank them for their ideas.
- Be open, rather than critical, of the ideas of others.
- Assist in positive solutions to conflict by focusing on the desired outcome.
- Give praise and recognition when members do what is asked or go beyond what was expected.

Leadership Reporting

Mid-Year Reports:

No Unit Mid-Year Reports

No District Mid-Year Reports

Annual Reports:

Each Unit Leadership Chair is required to submit an annual report by **April 15, 2022** to the District Leadership Chair.

Each District Leadership Chair is required to submit an annual report by **April 27, 2022** to the Department Leadership Chair.

National Leadership Awards

Taking the time to share a favorite story about the positive impact you or someone you know has had on our mission is worth doing! It helps us tell the world who we are, what we do, and why we matter. Follow these steps to add your part to our national success story:

- 1) Please follow instructions as you fill out the National Report and Awards Cover Sheet found in the awards section of the Programs Action Plan.
- 2) Provide details/examples about the activity as outlined in the award's materials and guidelines section.

National Report and Awards Cover Sheet, deadlines, and leadership committee contact information may be found on the Leadership committee page on the national website, www.ALAforVeterans.org.

Unit Award: Most Outstanding Unit Leadership Program

Award: Citation Plaque

Presented to: One unit in each division (5) that best demonstrated innovative methods to help members develop the leader within.

Materials and guidelines:

- Narrative not to exceed 1,000 words

- Types of training provided
- Number of members attending leadership skills workshops/trainings
- Attach an award coversheet, including the name of the award, as well as the name and contact information for the department and unit Leadership chair
- Must have participation in *American Legion Auxiliary Senior Auxiliary Basics, A Course on our History and Legacy*
- Pictures and examples are encouraged
- Must show increased participation in Mission Training

Department Leadership Award:

Rosey Newman Monetary Award will be presented to the Unit and District that submits the best report of thinking outside the box in teaching leadership skills to their members for the year. Entries shall be submitted directly to Rosey Newman, either by email or USPS Mail by May 15th.

Department Chairman Personal Awards:

An award will be presented to the Unit Leadership Chair who best demonstrated what her unit did to promote a culture of goodwill.

An award will be presented to the District Leadership Chair who conducted a Leadership Workshop in their District.

How to Sheets

- How to Utilize a Member Data Survey Form
- How to Conduct a Unit Meeting
- How to Lead a Small Unit
- How to Grow Leadership Capacity, Nurturing a Culture of Goodwill

Additional Resources You Can Use

1. www.ALAforVeterans.org:
 - a. *ALA Senior Basics Course: A Course on our History and Legacy*
 - b. *Junior Leadership Course: "The ALA: My Organization and What I Need to Know to Grow as a Member"*
 - c. PowerPoint: "Officer Duties and Responsibilities"
 - d. How to Sheets
 - e. *ALA Unit Guide Book*
 - f. *ALA Constitution & Bylaws*
 - g. ALA New Member Packet, refer to Membership Programs Action Plan How to Sheets
 - h. Members Only Section – filled with valuable information for all members: Membership and new members suggestions and sample information; member resources and benefits; department and unit resources for support tools
2. Robert's Rules of Order

3. Basic Parliamentary Procedure
4. Your national Leadership committee members (see Leadership program page on the national website for contact information)
5. American Legion Flag & Emblem Sales: 1-888-4LEGION, emblem.legion.org
P.O. Box 36460, Indianapolis, IN 46236-0460

The ALA Leadership Program provides opportunities to develop leaders in your unit and is a rewarding program to participate in. Many of you are leaders and aren't aware of it. I am looking forward to serving you as department chair this year. If you have any questions about the program, please contact me at:

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Kokomo, IN 46902
Cell phone: (765) 860-2347
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HOW TO CONDUCT A UNIT MEETING

Committee:

Leadership

Submitted by:

National Leadership Committee

Contact Information for Questions:

Leadership@ALAforVeterans.org

The manner in which a Unit meeting is conducted has a great bearing on its success or failure. Unless a meeting is well planned, intelligently conducted, and subjects are presented and discussed interestingly, members cannot be expected to be faithful in attendance. Routine business should be transacted in an efficient manner, yet the opportunity should be presented for active participation of members in the program. It is most important that Unit elections and all Unit business be conducted in accordance with Unit Bylaws, the current edition of "Roberts Rules of Order, Newly Revised," and Department and National Constitution and Bylaws. All Unit Presidents must remember to be impartial while presiding and not participate in discussion. The majority vote rules, but the minority has the right to be heard. Committee members and officers may transact detailed business and should only bring important matters before the Unit for decision. Special monthly activities should be stressed, and District and Department officers as well as local speakers should be asked to add interest to the programs. Variety should be introduced in music and entertainment.

The President as Presiding Officer

- Calls the meeting to order at the designated time and, if a quorum is present, proceeds with necessary business.
- Preserves order throughout the meeting.
- Follows the accepted order of business.
- Refers to herself as "the Chair."
- Decides parliamentary questions. The President states the motion clearly after it has been seconded and before allowing discussion.
- Takes no part in any discussion while presiding; refrains from expressing a personal opinion on questions before the house; avoids all personal bias when giving information to the organization.
- Calls upon the Vice President to preside if she wishes to speak on a motion or leave the chair. Remains out of chair until the vote on the pending motion is taken.
- May vote according to local Bylaws.
- Recognizes a member who has not spoken previously on the question in preference to one who has spoken.



Suggested Order of Business

While this suggested order of business for Unit meetings includes items that will not be used at every meeting throughout the year, this may be of some assistance to presidents of new Units and to others who are not entirely familiar with the business to be transacted. The order should be modified to fit the circumstances of the particular occasion.

1. Call to Order
2. Advancement of Colors (optional) Salute to the colors if colors are not advanced
3. Prayer
4. Pledge of Allegiance to Flag
5. National Anthem or other patriotic song
6. Preamble to the Constitution of the American Legion Auxiliary
7. Roll call of officers
8. Reading and approval of minutes of previous meeting
9. Treasurer's Financial Report
10. Initiation of candidates (quarterly, biannually, or annually, as is the Unit custom)
11. Reports of: President Secretary Unit Officers Executive Committee Membership Committee Standing Committees Special Committees
12. Reading of communications, including those from National, Department and District officers
13. Unfinished business
14. New business
15. Election and installation of officers
16. Announcements
17. Program - educational and entertaining (optional)
18. Adjournment of business meeting
19. Closing prayer
20. Retirement of Colors (optional) The American flag and the banner of the American Legion Auxiliary in miniature and in a small stand should not be used for the advancement or retirement of colors, as the stand of colors was not intended to be used for this purpose.

Unit Meeting Terminology

Call to Order: The presiding officer first calls the meeting to order.

Reading of the Minutes: The President asks the Secretary to read the minutes of the previous regular meeting. If special meetings have been held, these minutes should be acted upon after the regular ones. The presiding officer asks for any corrections or additions to the minutes, she then declares the minutes "approved as read" or "approved as corrected" if any corrections have been made.

Statement of the Treasurer: After the reading of the report by the Treasurer, the report is entered into the minutes and filed for audit. At the annual meeting the annual report is read; the auditor's report is read. The report of the auditor including the Treasurer's report is accepted.

Reading of Communications: The Secretary reads all communications from Department and National Headquarters, local organization notices and matters of general interest. Any action,



which may arise from the reading, is deferred until unfinished business or new business is considered.

Unfinished Business: Any business postponed from the previous meeting or any matter introduced at the meeting on which action of the Unit was deferred is unfinished business. The Secretary from the minutes of the last meeting prepares a list of such unfinished business for the presiding officer. Only when the unfinished business has been disposed of may new business be brought forward, unless the regular order of business has been modified by vote of the members present.

New Business: Any business brought forward for the first time.

Announcements: The date of the next meeting or special event is announced. If a social hour is to follow, this should be announced at this time.

Program: The President asks the program chairman to take charge.

Closing Prayer: The President asks the Chaplain to offer the closing prayer.

Charge: The President states, "Till we meet again let us remember that our obligation to our Country can be fulfilled only by the faithful performance of all duties of citizenship. Let service to the community, state and nation be ever a main objective of the American Legion Auxiliary and its members. Let us ever be watchful of our organization and ourselves, that nothing shall swerve us from the path of Justice, Freedom, Loyalty and Democracy."

Adjournment: The President states, "If there is no further business to come before this meeting, the meeting is adjourned."

Retirement of the Colors: The color bearers will retire the Colors. (Optional) If colors are not retired the President should say, "Colors in place, hand salute."



HOW TO LEAD A SMALL UNIT

Committee:

Leadership

Submitted by:

National Leadership Committee

Contact Information for Questions:

Leadership@ALAforVeterans.org

"History, although sometimes made up of the few acts of the great, is more often shaped by the many acts of the small." – Mark Twain

Step-by-Step Instructions:

- Avoid the "burnout" syndrome. Ask members to buy into a "one" concept: mentor one member, write one article for the unit newsletter, volunteer to be a greeter at one meeting or make reminder meeting calls to members for one meeting. By not overwhelming members with large projects, they will have the opportunity to adjust to learning and helping build their unit. If an experience is enjoyable, members will be more likely to look forward to helping more.
- Develop a plan to continually develop new leadership within your unit. As members are selected to chair committees, mentor them. Offer help when needed. Be prepared to provide support when asked or assign another mentor for support. Provide training sessions. Consider that you may have seasoned unit members capable and available for help with the training. Also, other community leaders may be willing to provide leadership training.
- Communicate with members. Find those who may wish to help contact members via phone/email or personal contact for such activities as meetings and program participation. Utilize local media. Foster good relations with local newspapers, TV and radio. Issue news releases. Publish the meeting schedule at the beginning of the year in your unit newsletter, and write "TBA" (To Be Announced) for those programs still tentative. Invite a member familiar with social networking to set up and monitor an account for the unit.
- Work in groups (sometimes called program pods), rather than by program. Some units have said it is hard to work all programs when they have few active members. The group system is a way to simplify the programs so you need no more than five program chairmen instead of 15 or more program chairmen. Pods allow for more combined and efficient efforts within a unit.
- You are not expected to complete all action steps in the Plan of Action; just pick a few that fit your unit well. If unit members enjoy their work, it will create an inviting atmosphere, and others who care about veterans will want to join in.
- Consider implementing quality programs to help invigorate meetings. Survey the interests of the membership when considering topics - a great way to reinforce information about Auxiliary programs.
- Be positive! Unit leaders have an obligation to minimize criticism and maximize positive feedback. A small unit needs and deserves frequent kudos for each of its successes.

HOW TO UTILIZE A MEMBER DATA SURVEY FORM

Committee:

Leadership

Submitted by:

National Leadership Committee

Contact Information for Questions:

Leadership@ALAforVeterans.org

Utilize member strengths (ALA Centennial Strategic Plan, Goal 3D)

Not all members profess to be leaders but each member of your unit brings with her talents and strengths that will enhance the unit. While meetings allow us to become acquainted with members, not all members are able or willing to attend. You still would like their help when needed. Far too often we don't really know each member's training, likes or what she is able to offer the unit.

What is the purpose of a member data survey?

This form, when completed by each unit member, will give the unit a snapshot of the strengths each member possesses. Have each member of your unit complete a form. Decide who in the unit will be responsible for maintaining member records. Then, use these forms when you need help in the unit. For example, need a yearly audit of your "books?" The survey has identified someone in your unit who is a professional accountant. She doesn't come to meetings, but she may be willing to help the unit by auditing the books.

Ideas:

- Make copies of the data survey form and have each member in your unit complete and return it to the unit president. (*The Data Survey Form is in the Leadership program Plan how to sheets.*)
- Have a designated person or committee members contact unit members who do not attend meetings to explain and complete the form remotely.
- The unit president compiles survey information and establishes her own references.
- The unit selects a person responsible for maintaining member survey records.
- The department provides a copy of the survey on their website for units to download, and includes a copy in their department's Programs Action Plan.
- Departments should award department certificates to units that have 100% of their membership complete the survey.



American Legion Auxiliary Member
Data Survey Form
3-D-5

Name

Phone Number- Home

Address

Phone Number – Work

City/State/Zip

Phone Number – Cell

Briefly tell us about yourself and your family:

What interests or hobbies do you enjoy?

What professional training and experience do you have?

In order to help our unit and community grow and to honor our military and veterans would you be interested in any of the following:

Participating in Education Activities _____

Working with Young People _____

Scholarships _____

Community Awareness/Activities _____

Helping with Unit Activities _____

Fundraising _____

Assisting Auxiliary Members in Need (Auxiliary Emergency Fund) _____

Working projects that benefit our military and veterans _____

If you are physically unable would you be able to assist with projects done in your home _____

Or helping with a phone tree, when the need arises _____

Do you have experience in a leadership role? _____ Please explain: _____

Thank you for continuing to honor our veterans, military and their families.