

**OFFICERS MANUAL AND GUIDE**

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## THE CREED OF THE SONS OF ITALY

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*WE BELIEVE in the Government of the United States of America as the Government of the people, by the people and for the people and promise to obey and uphold its Constitution and Laws.*

*WE BELIEVE in Government by orderly process and reject any doctrine that tends to subvert constituted government and authority.*

*WE BELIEVE in filial affection and respect for the Land of our Forefathers whose heritage is our highest contribution to America's evolving civilization.*

*WE BELIEVE in the brotherhood of man and promise to assist our fellow members, to care for the orphans, to extend our helping hand to the widows and to comfort all those in distress.*

*WE BELIEVE in equal rights and duties for all: in equality of opportunity in the enjoyment of the benefits of human association extended to all without discrimination.*

*WE BELIEVE in freedom of expression, conscience and education and stand for individual liberty in the performance of duties and in the exercise of rights under the Constitution and laws of our Country and State.*

*WE BELIEVE in the future progress and expansion of the Order Sons of Italy as the beneficial agent of the Americans of Italian birth or descent for their recognition and welfare and promise to contribute to the moral, intellectual and material progress of our fellow members and to support the programs of the Order and all its activities for the welfare of Our Country, Our Order, and the Community in which we live.*

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Dear Brothers and Sisters:

The following guide has been compiled by the Membership Commission to promote growth and retention in The Order Sons of Italy in America.

If each local Lodge President and Officer familiarize themselves with its contents and use this guide as a tool for leading their respective Lodge, we should see an increase in fraternity and growth and a substantial drop, if not elimination, of cancellations.

Please realize that this guide is meant to be a tool to use in conjunction with our well established Ritual and By-Laws which are universal and proven through the years of experience.

Utilization of this guide should greatly enhance communications between the officers and members of each Lodge and aid in the preparation of a successful year.

The Leadership Training Practices outlined in this guide should be used as a selling point to attract young new members by offering them training which will help them in their future endeavors.

Special Thanks must go out to Dale Carnigie and the U.S. Jaycees whose proven Leadership Training Guides and Personal Dynamics courses were influential in the compilation of this guide.

Finally, I would like to thank Past National President Albert J. Riccelli, Sr., for assigning me this task, and Brothers, Louis W. Salvatore, National 2nd Vice President; Hon. Frank J. Montemuro, Jr., Past National President; Peter R. Zuzolo, National President, and Vincent Sarno, National Membership Chairman for their diligent job of editing this Guide.

Fraternally yours,

Philip R. Boncore  
State 1st Vice President Chairman  
Massachusetts State Membership Commission

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## HISTORY

The Order Sons of Italy in America (OSIA) is the oldest, largest and most geographically represented organization of Americans of Italian heritage on the North American continent. Founded in New York City by Dr. Vincenzo Sellaro in 1905, the OSIA today encompasses more than 100,000 active members and countless thousands of social and family members in over 1,000 lodges throughout 35 states, the District of Columbia and two provinces in Canada, Bermuda and Guam.

Its objectives, as conceived by its founders, are to enroll men and women of Italian heritage under one banner in order to preserve and to disseminate the large cultural heritage of Italy; and to promote and to advance their progress everywhere within the framework of American society. The OSIA continues to thrive, meeting the initial objectives of its founders through a wide variety of community, cultural, social, charitable, educational, patriotic, youth and civic activities.

A certificate of incorporation was filed at the State House in Albany, New York by Dr. Vincenzo Sellaro, Ludovico Ferrari, Antonio Marzullo, Giuseppe Carlino, Pietro Viscardi and Robert Merlo on June 22 1905 marking the official founding of the Order Sons of Italy in America. The Order's original home was in the office of Dr. Sellaro at 203 Grand Street, in New York City.

Throughout its history, the Order has promoted a wide variety of programs for the benefit of all people.

The Order raises millions of dollars for countless national charities including the March of Dimes, Cooley's Anemia Foundation, The Arthritis Foundation, United Cerebral Palsy, Boys Town of Italy, and hundreds of other local charities.

The Order provides more than \$500,000 each year in scholarship aid.

The Order contributed more money than any other ethnic American organization for the Statute of Liberty Restoration Fund.

The Order maintains the Garibaldi-Meucci Memorial Museum, a national cultural and educational research center.

The Order through its Commission of Social Justice has emerged as the leading voice in the battle against discrimination, bigotry and prejudice.

The Order has donated millions of dollars to victims of natural disasters. Most recently it has provided over \$3,000,000 in aid to victims of earthquakes in Italy and Mexico as well as to the victims of the famine in Ethiopia.

TODAY, YOU HAVE BECOME A LEADER IN THE ORDER.

You have been chosen by your fellow members because you have a rare quality to offer leadership. In the next year, it will be your responsibility to make decisions and guide your lodge to its finest year, based on the goals and pulse-beat of the members who elected you.

How? First, sit down with your fellow officers and members. Learn where they want to go this year, and how they want to get there. Also, keep your lodge's long range future in mind.

Second, read. Read every item available on whatever subject you confront, whether this involves reading a page or a volume.

To aid you in your endeavors, study this guide, put it in your notebooks, use it for the next 365 days, then pass it on to the officer who will replace you

There are five distinct functions in OSIA's management: planning, organizing, staffing, directing, and evaluating. This guide will develop these five areas and build them into twelve fundamentals for you, An OSIA leader.

DEVELOP WITH THE DYNAMIC DOZEN!

## **OFFICERS DUTIES AND RESPONSIBILITIES**

As a newly elected officer you should study and know your duties and responsibilities as prescribed by your National By-Laws in Articles 22-31-revised 1988, also you should read and familiarize yourselves with the approved Ritual of the Order (1989).

The constitution, General Laws and Judicial Code of the Order (revised 1988) have been proven over the years to be the basic essentials to the operation of a Sons of Italy Lodge.

The following suggestions if implemented with the guidelines set out in the manual should allow each Lodge to run more efficiently and to grow, not only in size, but also in stature within the local community.

### **PRESIDENT**

1. Supervise the affairs and activities of the Lodge.
2. Represent the Lodge within the community.
3. Prepare a budget for adoption.
4. Prepare a tentative plan and schedule for the full year.
5. Represent the Lodge at all state and national meetings.
6. Distribute material received from state and national mailings.
7. Announce all Lodge projects to the public.
8. Answer correspondence promptly.
9. Write article for each publication issue.
10. Establish personal acquaintance with all members.
11. Make an annual report to the membership.

### **VICE PRESIDENT**

1. Institute and assist in programming, membership and retention areas.
2. Provide encouragement and assistance for project participation.
3. Oversee personnel management of members by other officers.

### **ORATOR**

1. Assist President as liaison with community government.

### **IMMEDIATE PAST PRESIDENT**

1. Assist in membership program.
2. New member orientation.

## RECORDING AND CORRESPONDING SECRETARY

1. Prepare meeting agenda with the President.
2. Maintain supplies for the proper function of the Lodge.
3. Maintain attendance records.
4. Maintain the calendar.
5. Supervise newsletter.

## FINANCIAL SECRETARY AND TREASURER

1. Establish the budget with President.
2. Help establish project budgets with the Chairpersons.
3. Require full report of a project's financial status.
4. Maintain a working cash flow.

## ALL OFFICERS

1. Maintain personnel form on members assigned.
2. Always act in the interest of the members who elected you, while also adhering to the policies and by-laws of the Lodge.
3. As an officer you are being observed by potential officers; set an effective example.
4. Be a strong communication link between the members and the Executive council and the council and the members.
5. The Executive council is a form of a representative government, established so that business can be readily expedited. Keep the business going, avoid unnecessary discussion, and above all ... act wisely and do not get involved in personalities.
6. Your responsibility in the chain of command is to help administrate. When given an assignment, act on it immediately, to the best of your ability and follow up.
7. As an officer take advantage of your position to learn the steps and responsibilities of higher offices; and if you aspire to hold higher office, plan your goals.
8. As you learn about your job and other positions on the council help the average member learn.
9. In your advisory capacity to committees, stress planning and organization.
10. Review the campaign promises you made and determine whether or not you have fulfilled them.



## 1. A YEAR'S PLAN OF ACTION

Setting definite goals and an accomplishment timetable is the first step toward a successful year.

The following calendar of events sets forth two areas of good planning:

1. Pre-planning the event, and
2. The actual starting of the project.

Let's explore these areas:

Pre-planning is the most important tool in order to carry out a project successfully. Without pre-planning many aspects of the project are either going to be left undone or put together in the last minute, giving you poor results. Just as you, the President are now planning your year in advance, so should the project chairperson plan his/her projects. The Chairperson should know well in advance the nature of his/her project and his/her duties. It is the project Chairperson's responsibility to layout your year of events for this project in order to obtain good results. This is pre-planning.

Starting of the project is set forth in the accompanying calendar, a an example as to when you plan on the actual project taking place. You are the judge as to when you wish or think is the best time of the year to carry on a particular project. Always keep in mind the load your Lodge may have and also the community acceptance at a particular time, when setting a date.

The calendar here shows ideas for both pre-planning and the actual target date of the project. For instance the Law Day in May. This is usually a large event with many civic and governmental leaders in attendance. A project such as this must have a great deal of pre-planning. The calendar provided shows the pre-planning set to start during the month of October. This type of project management will not only give you an opportunity to keep abreast of the projects, but will allow the Chairperson the opportunity to seek advice and guidance from other leaders of the Lodge. If a serious problem should arise you still have a chance to correct it, without causing any effects to the project.

The items underlined are pre-planning suggestions. Many others may require pre-planning, but those so noted are set aside, in order to give you an example.

As a Sons of Italy leader, you should establish two sets of goals. First and foremost, you should set the goals the Lodge establishes, and second, the personal goals which will make you an effective leader.

Involve all the members in your Lodge in planning the year's program. Establish a meeting, or series of meetings, solely for planning sessions. Divide the members into committees covering the major activity areas, such as Community Opportunity. Have each committee, chaired by a council member, propose the year's activities in that area to the general membership.

Project ideas are a valuable asset, and may be found in numerous places. Explore each avenue of approach available and work them into a form suitable for your Lodge's use. First, cover projects from the past and other years. Choose projects which will lend strength to your overall program. Next, seek directions from your state organization. Finally, turn to your community through surveys, City Council, the Chamber of Commerce, or any of the civic clubs or interest groups.

This method of planning will enable you to have a well rounded, thorough picture of what your club wants to undertake for the year. Because of the various ideas, it will also give the average member incentive to keep active so she may take part in "his/her" project.

Work with each committee, whenever possible, and emphasize that project details will be worked out as each project comes up during the year.

## A YEAR OF PLANNED ACTION

Use this typical form to plan your year's activities, projects or events.

### MAY

1. Law Day
2. Get Acquainted Night  
(new members)
3. Officers Meeting
4. Regular Lodge Meeting
5. High School Scholarship  
Program
6. High School Sports  
Awards

### SEPTEMBER

1. Fashion Show
2. Officer Meeting
3. Planning for Columbus  
Day
4. Regular Meeting
5. Back to School-Drug  
Abuse Program
6. Sponsor Youth Soccer

### JANUARY

1. Man of Year Banquet
2. Officers Meeting
3. Las Vegas Night
4. Retention Committee
5. Regular Meeting

### JUNE

1. Sponsor Little League
2. New Membership Drive
3. Officers Meeting
4. Cooley's Anemia Fund  
Raiser
5. Regular Lodge Meeting
6. State Convention

### OCTOBER

1. Columbus Day Parade
2. Columbus Day Dinner  
Dance
3. Officers Meeting
4. New Member Contact
5. Regular Lodge Meeting
6. Halloween Dance
7. Law Day Planning

### FEBRUARY

1. Winter Carnivale
2. Officers Meeting
3. Nominating Committee
4. New Member Drive
5. Retention Committee  
Continues
6. Regular Lodge Meeting

### JULY

1. Family Outing/Picnic
2. Officers Meeting
3. Las Vegas Night Fund  
Raiser
4. Regular Lodge Meeting
5. Golf Tournament

### NOVEMBER

1. Bowling Tournament
2. Candidates Night
3. Officers Meeting
4. Fund Raiser
5. Regular Lodge Meeting
6. Thanksgiving  
Dinner/baskets for poor  
and elderly

### MARCH

1. Blood Drive
2. Officers Meeting
3. Regular Lodge Meeting
4. Election of New Officers
5. Old & New Officer  
Meeting
6. Deadline for State  
By-Law proposals

### AUGUST

1. Night at Races
2. Officers Meeting
3. Membership Drive
4. Regular Lodge Meeting-  
Dinner
5. National Convention
6. Bocce Tournament

### DECEMBER

1. New Member Drive
2. Officers Meeting Toys for  
Tots Program
3. Dinner Lodge Meeting &  
Christmas Party
4. Children's Christmas  
party
5. Caroling at Nursing  
homes
6. New Year's Eve Party

### APRIL

1. Memorial Mass
2. Officers Meeting
3. New Membership Drive
4. Dinner Meeting-  
installation of officers
5. Italian Classes

## 2. SURVEYING METHODS

A successful, respected Sons of Italy Lodge plans its programs and projects around current community issues and problems. Relevancy has become a popular term these past couple of years, and it definitely applies to Sons of Italy programming. Often it is difficult for a Lodge to tell which community problem out of many should have priority. Which projects will receive public support and sympathy and possibly outside financing? Which problems can be effectively handled by your Lodge? The Lodge whose leadership can determine which community problems demand immediate attention and can then direct its external programming toward solving that problem will find itself in an enviable position, that of a community leader.

The recommended steps for becoming involved in community improvement activity is to 1) first determine the most critical needs of the community, 2) to determine the resources available to the Lodge in the community, 3) match needs with resources that can help meet those needs, 4) establish a set of priorities, 5) set a plan of action, 6) go to work, 7) and keep adequate records of your activities.

The term “survey” should not be construed to mean only a public opinion poll conducted house to house or on every street corner by the Lodge’s membership. A conference with city officials, the Chamber of commerce or religious group is also a survey of sorts. A brainstorming session with several members of your Lodge is a type of survey-provided the conversation is restricted to Sons of Italy programming. Simply driving around town on Sunday afternoon can be an adequate survey to determine the need for an anti-litter campaign.

Be sure to take advantage of surveys conducted by other organizations. Government and educational agencies are constantly conducting surveys to determine public opinion and areas needing activity. If you are considering a project in the area of public safety, a phone call to your local police, civil defense or safety council office would be in order.

### DETERMINE RESOURCES

Each Sons of Italy Lodge has certain resources available to it by the very nature of the organization. These include manpower, leadership, ability to raise funds, an organizational structure, contacts throughout the community, etc.

There are also many resources available in any given community. Among these are hospitals, governmental leaders, other civic organizations, business leaders,, playgrounds, etc.

Before entering into any project, develop a list of resources available in the Lodge and in the community. The list should match resources to the needs you have determined. For example, if substandard housing is the prime need, such resources as the housing inspector, Lodge manpower, available materials for housing repair, carpenters and plumbers willing to give their talents, should all be matched to the need.

You then will be able to determine what additional resources the Lodge must create.

## PRIORITIES

The Lodge should establish priorities based on the most critical needs and the Lodge's ability to meet those needs. Also, Sons of Italy priorities should take into consideration the programs of other organizations, i.e. if the Lions Club is undertaking a project that deals with substandard housing, the Sons of Italy should move to a second priority rather than duplicate the effort unless there is need for a joint effort.

It would be wise to list five to ten top priority items and attack them one at a time.

## PLAN OF ACTION

A careful plan should be laid before actually going to work.

After the plan is developed, then the project can be started.

## RECORDS

Record keeping is another vital part of your community programming.

Good records will enable you to quickly retrace any previous action taken and will serve as an excellent "blueprint" for future committees involved in similar projects.

### 3. A YEAR'S BUDGET

After the year's program is established, the next most vital step is to work out a budget which will prove as effective to each project as the project will to the club.

To accomplish this, you must sit down with your treasurer and financial secretary, review the past year's budget and work out a solid fiscal policy for the established programming.

The budget will serve as a "road map" for all operations. To prepare a useable "map", the committee should work out project and operating budgets for the year, basing estimates on last year's committee expenses for activities which are anticipated, but which have no standing or assigned committees. The committee should also include a contingency amount for new programs which may be developed or proposed at a later date.

A list of all possible income sources should be compiled, based on planning profits from projects which have been programmed. Then, using figures based on last year's experience, estimate income from dues, sustaining memberships, advertising and sales, special projects, grants and other sources; carefully noting possible membership trends and other factors.

Anticipated expenses, above and beyond programming expenses, need to be itemized. These include stationery, telephone, postage, insurance and other miscellaneous expenses incurred during the year.

#### Financial Records

Two types of records will provide most Sons of Italy Lodges with all the financial information necessary.

A cash receipt journal containing a record of all cash received. All cash and checks are deposited in the Lodge's checking account as soon as received. Smaller Lodges can get by without the journal by making duplicate deposit slips on which are listed the names of persons making payment and the reason for the payment.

A cash disbursement journal recording all checks, Journal columns are set up for different disbursement classifications which correspond with the budget, for example: office expenses, individual committee activities, newsletter expenses, etc.. Smaller Lodges can get along with check stubs only, which serve as a sample cash disbursement journal.

From the journal's information, financial reports are prepared for each meeting, including the following items:

1. Current cash balance.
2. Resume of cash receipts and disbursements since the last report.
3. Amounts spent on projects in comparison to their budgets.
4. Amounts received from profit-making projects.
5. Projected income to be received during the current fiscal year and expenses yet to be incurred.

Sons of Italy Lodges need a bank account for prompt deposit of all cash. Each cash disbursement is made by check. Bills, for the sake of good Lodge public relations and good credit, are paid promptly.

### Dues Records

Dues records functions include showing each member's current dues status so proper billings can be made when compiling state, and national dues billing and preparing financial reports and statements.

Be sure your budget and bank account are prepared for the fund raiser that gets washed out by an unscheduled thundershower or the project that has a few "hidden" costs you hadn't anticipated. Although your Lodge is a nonprofit organization, it is not required to spend all of its income. You may and should keep a few hundred (or thousand) dollars in an emergency fund in a savings institution.

When preparing the budget, remember both dues income and expense, internal costs such as postage, your newsletter, awards, recognitions for state meetings and office supplies. Keep dues in a separate account and don't be caught short at annual dues billing time in the Spring.

A Year's Planned Budget. Use this form to plan your budget for the year.

## PROPOSED BUDGET

BASED ON PRECEDING YEAR OF PLANNED ACTION  
AND 95 MEMBER ORGANIZATIONAL CHARGE

### INCOME

Dues Regular 95 at \$30.00	\$ 2,850.00
New Members 95 at \$30.00 & \$10.00 initiation	3,800.00
Interest	400.00
July Las Vegas Night	2,500.00
Golf Tournament	500.00
Night At Races	500.00
Fashion Show	200.00
Columbus Day Dance	1,000.00
Halloween Dance	300.00
November Fund Raiser	2,000.00
New Year's Eve Party	750.00
Man of Year Banquet	750.00
Las Vegas Night	2,500.00
Winter Carnivale	<u>400.00</u>
	\$18,450.00

### EXPENSES

Per Capita 190 members at \$12.00	\$ 2,280.00
95 initiation at \$6.00	570.00
Postage & Stationery	800.00
Rent	1,800.00
Scholarships	2,500.00
Sports Awards	500.00
Little League	300.00
State Convention	1,000.00
Family Outing	300.00
National Convention	1,000.00
Bocce Tournament	200.00
Drug Abuse Program	500.00
Youth Sponsorship	300.00
Columbus Day	1,000.00
Bowling Tournament	200.00
Toys for Tots	500.00
Lodge Christmas Meeting	300.00
Blood Drive	300.00
Memorial Mass.	200.00
Installation	500.00
6 Membership Drives	<u>600.00</u>
	\$15,650.00
Profit to be used for miscellaneous Projects and unexpected contingencies	\$ 2,800.00



## 4. ORGANIZATIONAL STRUCTURE

Why is a pre-determined organizational structure important? First, it serves to balance the work load and pinpoint responsibility; second, it serves to establish the individual members' areas of responsibility to effectively carry out the questions of the Lodge with a minimum of paper work and red tape.

### Effective Structure

The president must organize his/her management team (trustees) into an efficient and effective team, capable of making sound decisions and stimulating activity.

Assign trustees to vice president in the usual way and assign each member to a trustee. His/her primary responsibility should be to manage and direct members to help them become active, participating members, if he/she does his/her job well, the members will take care of the projects.

You may want to use a selection process to assign members to a trustee. This will fix first-choice members with the tail-enders. But, if you do, be sure to alphabetize the list before your print it. A trustee will find it easier and more pleasant to work with the eager but the challenge lies in discovering how to motivate the reluctant member to fulfill his potential.

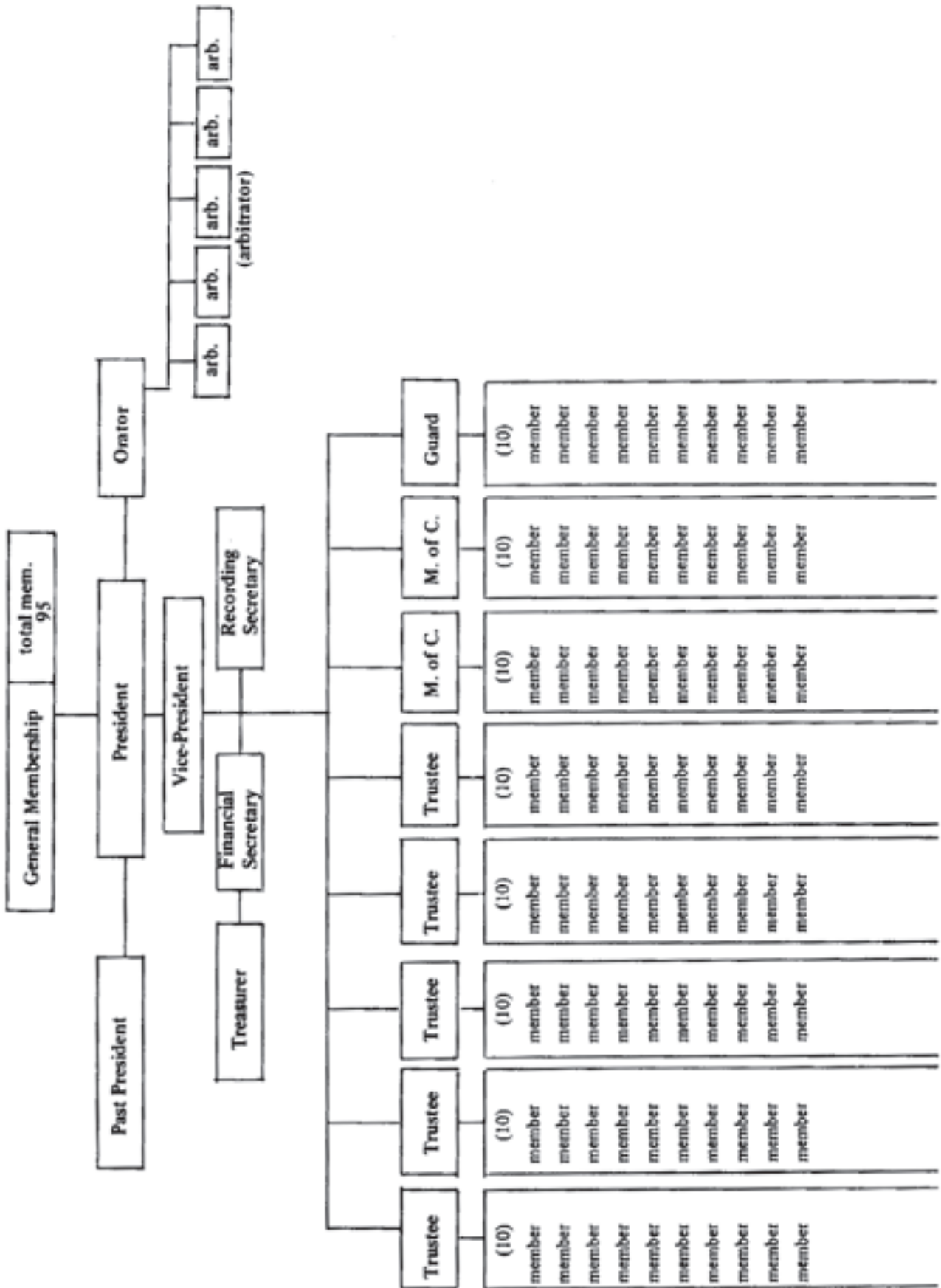
In addition to your trustees, personnel management responsibilities may also be assigned to your secretary, treasurer and financial secretary. Keep in mind, however, that they have other duties and probably should not be assigned as many as a trustee.

Each council member has an important part in the organization. Thus, only if each member is aware of his/ her functions on the team and does his/her share, can the team be totally effective.

Your Lodge's organization requirements will be determined by its size, location and specific individual needs.

Do not go along with the current structure just because it is in existence, but ask yourself the following questions about it:

- a. Is the structure well-balanced (i.e., enough officers for the membership) but not too heavy, with too many chiefs for the number of Indians?
- b. Are the lines of authority clearcut and as simple as possible? Can decisions be quickly passed down the line and does each officer, trustee or chairperson know whom they are to report?
- c. Are officers' and trustees duties clearly stated without duplication of work or responsibility among them?
- d. Are the broad areas of responsibility of the trustee and the general membership clearly set forth?
- e. Does the structure allow for maximum effective action with a minimum of paper work and red tape? and follow-through?
- f. Does the structure allow for adequate supervision and follow-through?



- g. Is the structure capable of absorbing many new members into its program and operations in active jobs?
- h. Do you provide a printed, organized chart for your officers and members?
- i. An effective structure is divided into two areas of organization: 1) Trustees (people management) 2) Project and Committee Management.

### Trustee's

Your Lodge's trustees are the control center for your group. It should guide the Lodge in its program of activities, supervise the operation, and handle day to day details of administration.

But, it should be more than just a reviewing and supervisory force. It must also provide the electrical shock that jolts the club into real action and accomplishment.

The key to the entire operation is good meetings – meetings which trigger the group's creativity and initiative, and mold it into a real team.

Because of the importance of these meetings, the president should go into each meeting well prepared.

### Personal Action

As an officer or trustee the eyes of the Lodge are on you. Your actions serve as examples for the members, and you should set the best example possible. Here are six goals that every leader should strive for:

- a. Be enthusiastic.
- b. Work hard.
- c. Set an example by going above and beyond what is normally expected.
- d. Share credit with others who helped in a successful endeavor.
- e. Shoulder responsibilities for failure.
- f. Act and perform in a way so that members will be proud of you.

### Guide. Do Not Dictate

Good supervision is important in motivating each Sons of Italy member to get involved in the activities of the Lodge. Good supervision is not to dictate the manner of operation or activity, but to guide.

To assure proper supervision, council members must keep abreast of current activities, knowing where process stands in all phases of operation. Regular progress reports for each activity should be submitted to the vice presidents or trustees in charge.

### Effective Supervision

People must be motivated, supervised, stimulated and informed. It is in this area of working with people that each officer and trustee must prove themselves and their abilities. As a supervisor, you should ask yourself the following questions:

- a. Have I clearly outlined the job to be done?
- b. Do I have sufficient trust in those I appointed to let them plan and carry out the assigned jobs?
- c. Do I attend meetings regularly, not interfering in proper committee functions, but advising when necessary?
- d. Do I keep abreast of all committee progress so I can give an accurate report to the council.
- e. Do I offer praise when it is due – without flattery – offer encouragement when helpful, and give criticism tactfully when necessary?
- f. Do I have a check list so I can make sure progress is up to par?

There is a fine line between good supervision and dictatorial methods. It is a wise officer or trustee who strives to find that line.

### Overcome Basic Problem

Here are some things you and other council members can consider, to improve Lodge communications so that your entire membership feels it is part of the team:

- a. Let everyone know what the council is doing and what it is trying to do. Sell the Lodge's goals at every opportunity.
- b. Get a response from your members-make communications a two-way street. Be aware of comments and criticism which reflect the feelings of the membership on programs and activities. When important issues are to come before the council find the "grass roots" sentiments.

### Give Personal Attention

Sometimes a Sons of Italy Lodge is organized around projects or committees. But, your Lodge is made up of people, not projects-therefore, your Lodge should be organized around its members.

### Use Personnel Reports

An important part of the personnel management concept is the use of personnel reports to stimulate competition between Lodge members.

Each "manager" should give periodic reports to their vice president on each of the members assigned to them.

## Project and Committee Management

Project management is the organizing of the projects under the vice president. The vice president has a portfolio chairman to assist him.

Organize this area just as the trustees. The difference is you are utilizing the individual member. The following chart gives an example:

The size of the committee depends on the necessary manpower to carry out the project.

Each trustee and vice president is a leader. They are required to display leadership and instill it in those under their responsibility.

You can develop the necessary qualities to lead if you are: self-directed and dedicated. Basically a leader's prime responsibility is handling of people. The understanding of each member assigned to you is important. Your responsibility can be much easier with the full understanding and cooperation of the members assigned to you.

## Your Role in the Lodge

Your organization structure should extend to each individual member and bring each into the affairs of the Lodge.

To do this, assign members using a "chain of communication." The following is a description of each member's responsibility within this communication chain.

The President is the elected leader. It is his/her responsibility to see that the job gets done. He/she is the motivator of the vice presidents. He/she keeps them enthusiastic, makes sure they do their job and helps them when necessary.

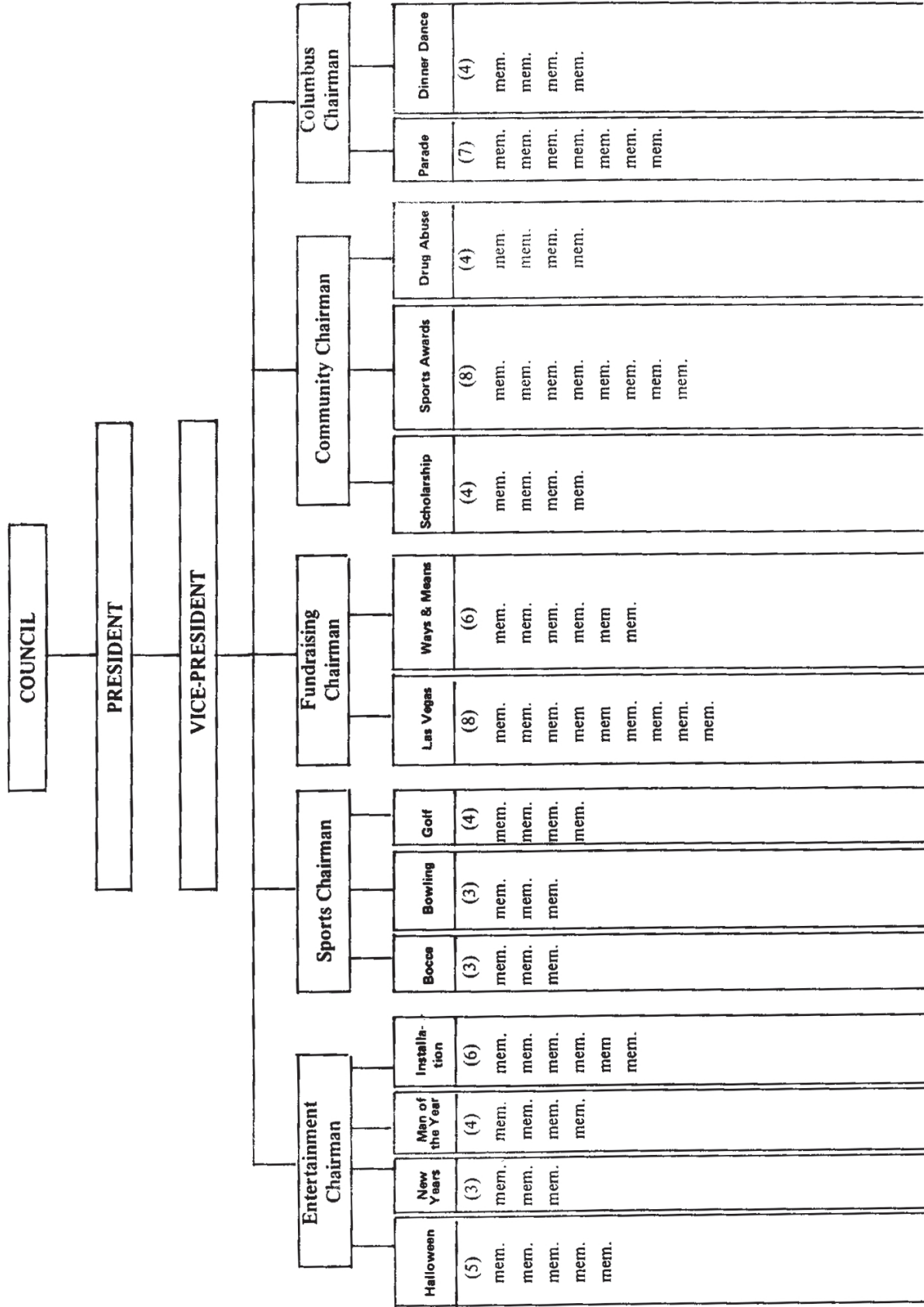
The Vice President is responsible for either the internal or external programming for the Lodge. He/she makes sure activities are planned and executed according to standard procedures and on time. He/she also provides encouragement, leadership and assistance to officers and trustees who are assigned to him/her. He/she makes sure these members are doing their jobs and reports regularly to the president regarding their performance.

Other Officers and Trustees are each responsible for six to ten of the Lodge's general members. They lead the members they supervise to active participation in the Lodge as committee chairpersons and committee members, and they prepare and submit to their assigned vice president regular reports on each of the members they supervise.

Members other than officers and trustees are responsible for the conduct of the Lodge projects. They serve as committee members, then chairperson. They learn the basic principles of leadership and go on to seek management responsibilities in the Lodge.

The Past President is an active member who climbed the ranks and served in the Lodge's number one position. He/she is called upon for advice and for ceremonial duties speaking, orientation meetings and other duties where their experience can best be used. He/she is a voting member of the Council.

**PROJECT AND COMMITTEE MANAGEMENT**



## Communications

Although communications sounds imposing, it is a simple natural act at which most of us are relatively successful in our personal lives. Unfortunately, when we start dealing with groups, our communications problems multiply rapidly.

All communications take the form of a series of interchanges (i.e., questions, answer, restatement.) all'\_ aimed at exchanging some idea, thought or opinion.

Be sure to let all members know of each action or activity in which they are involved.

ASSIGNMENT: Draw an organizational chart of your local lodge use it throughout the year to delegate responsibility and get things done through others.

## Council Must Be Decisive

The Council must do more than just review and analyze. It must be prepared to take positive action when progress isn't up to the standards established. Tactful, but firm, action should be used where committee activities are below par.

Where dereliction is seen, replacements should be made quickly. Too often, the work of many dedicated members is impeded because an incompetent and procrastinating member is permitted to remain on the job without showing results.

## 5. MOTIVATION

To keep a young man/woman interested in your Sons of Italy Lodge, you must continually show interest in him. You must make your organization, its goals and its activities more appealing to the members than the many other interests and activities which vie for their time.

To compete successfully with a member's other interests, you must analyze every facet of your Lodge's operation from a member's viewpoint and interest level and not from your own.

The personnel management method solves problems relating to an impersonal attitude or atmosphere. Every member then has an officer or trustee who takes a personal interest in his activity-or lack of activity.

Here is someone who will sit down with him/her to discuss the organization and its problems and who will invite him/her to help solve the problems. When he/she has a questions, he/she knows who to ask. He/she becomes an active member because he/she is asked to participate by someone who cares.

Experience shows that the weakness of this plan is that some local officers may not want the job of managing personnel. If this is the case, they should be replaced. As a leadership training organization, the Sons of Italy Lodge must offer the opportunity of managing people.

### Motivating Desires

The motivating forces which activate members spring from a deep source. These forces include the desire for recognition, the desire for identity, the need to belong, to serve their fellow man/woman, and the desire for self-esteem.

### Levers to Activation

All these and many more hidden ambitions and needs comprise the subconscious reasons people join volunteer organizations. These reasons are the levers by which your members can be persuaded to be active participants.

Actually every Lodge program and activity contributes to the goal of having every member take part. But, how active is active? Each member has paid dues to be part of your lodge. He/she expects something in return. The most valuable return he/she can receive for his/her investment is experience.

These programs are designed to provide a guideline by which a member can judge whether he/she is participating at a level which will provide a respectable return on his/her dues investment. By performing the various activities, attending meetings and taking part in Lodge projects, a man/woman broadens his/her experience and knowledge.

### Motivational Steps

Set standards for each committee activity and for each officer and chairperson in the club. When men/women meet these standards, they should be recognized for their work. When they fail to meet these standards, they should be tactfully guided toward the attainment of them.



## Motivating New Members

New members want to learn about the Sons of Italy Lodge. The ideal orientation program is a broad and well-rounded one. It's ultimate goal is to make each new member an active member-one who contributes to his Lodge and benefits himself/herself through participation. The more a new Sons of Italy member knows about the Lodge, the more interest he will have in its projects and activities.

The reception of the new member at his first meeting is crucial in establishing his image of the Lodge. Will it be a cold shoulder, an indifferent attitude, or will it be a warm, friendly atmosphere and impression?

For the latter, the following procedures have been frequently used;

A recommended program is the formation of a Hospitality Committee. A member of this committee will be responsible to telephone a new member, welcoming him/her to the club. Also, a committee member will be responsible to get the new member to the first two meetings after joining and staying with him/her during the meeting, introducing him/her, answering questions and generally making him/her feel at ease. This type of program will have a great effect on the new member, because he/she will have a stranger telephoning and escorting him/her. He/she will definitely feel a part of the organization.

Special new member and guest badges should identify the newcomer. Encourage every member to meet and talk with every person wearing a guest or new member badge.

Each introduction of a guest should give his high school or college, the name of the firm he/she is associated with, and his/her position there. Guests should be accorded a warm reception by the Lodge, conveying the Lodge's pleasure with their attendance.

Name badges should be used by the general membership. If your local cannot afford metal and plastic badges, use paper cards in plastic holders.

## 6. ORIENTATION

The impression a new member gets during their first few months of membership usually determines whether or not they become an active member. It is vital for new members to become a part of the Lodge and its activities as soon as possible-both for the benefit of the member and for the future strength of the Lodge.

The Welcome OSIA program will help your Lodge have more active members by serving as an introduction to the Order's

concepts and activities for new members and as a refresher course for your Lodge's older members.

Orientation begins the first time a person attends a meeting. They notes how the meeting is conducted and whether or not you have a good operation.

### Planning Welcome OSIA Program

The first consideration is planning a successful Welcome OSIA program is a suitable location with adequate facilities.

### Setting Program Up

When planning your orientation program, think of the Lodge audience. Remember, no matter how interesting a program, the human capacity to sit for a given time and concentrate is limited. Keep your program fast-paced. Be sure all participating in your orientation program know exactly what is expected of them and have copies of the program agenda.

1. Decide on head table people, taking into consideration the physical limitations of the room and the purpose of your program.
2. Do not crowd people at the head table-better to use a two or three tier table than to crowd head table guests
3. Tables should be attractively decorated.
4. Place cards should always be used.
5. Be sure the Italian American and National flags and the Golden Lion Emblem are appropriately displayed.
7. The public address system should be checked before the meeting.
8. Make sure a lectern is available, if needed.

The ideal orientation program is a broad and well rounded one. Its ultimate goal is to make each new member an active one who contributes to their Lodge and benefit themselves through participation.

Be sure invitations to your Welcome OSIA program are sent to all new members and prospective members. It is important that all members know all about the aims, ideals and purchases of the Lodge's organization Once they are indoctrinated, never under estimate the power of a member in the success of the Lodge's activities. And, the more a new member knows about the Lodge, the more interest they will have in its projects and activities.

## Selecting Program Speakers

Your Lodge has a wonderful source of program material in state officers, Lodge officers and community leaders. These state and local officers are well versed in the know-how. A community leader, especially one who is a former OSIA member, can also contribute much to an orientation meeting.

With these important people in your organization and community, be careful to observe the rules of courtesy and good manners. Go out of your way to make sure these guests have a good time and form a good impression of your Lodge.

When contacting a state Lodge officer or community leader about appearing on your Welcome OSIA program, be sure to include the details of the meeting, such as time, place, date, topic and length of speech, and the agenda for the meeting. Last, but not least, write early!

After the meeting, thank your guests and let them know how much their talks were appreciated. Also, be sure to write your guests thank-you notes no later than four days after the meeting. Thank each for their contribution of time and make them feel that they will be welcomed back at any time.

## Program Content

Outlined below is a program that has been effectively used to orient new members:

Call to order.

Invocation.

Pledge of Allegiance.

The OSIA Creed.

Welcome by program chairperson.

Self-introduction of new members.

Introduction of guests and participants.

**Program Chairperson:** The program chairperson's opening remarks and introduction should be brief, factual and to the point. Introductions should make the speakers feel welcome and let them know their time is appreciated. Never make flowery introductions.

Head table guests should be introduced to the audience. Introduce those not having a speaking part at the start of the program, and the participating guests, as they are called on to speak. The program chairperson should make sure they have correct names and background for each head table guest and exact location of their seat at the head table in relation to the lectern. Don't put off preparation of introductory details until the last minute.

**Lodge President (Five to seven minutes):**

- A. Explanation of the aims and purposes of the Order.
  1. To prepare young people for leadership.
  2. To give young people a voice in community affairs.
  3. To build the community through community improvement and service programs.
  4. To provide a vehicle for young people wishing to participate in community activities.

5. To build the community through community improvement and service programs.
6. To protect the positive image of Italian Americans in our community.
7. To promote Italian culture and heritage.

B. A OSIA Lodge's role in the community.

1. Improve its community.
  - a. By programs to solve specific community problems..
  - b. By programs to help specific groups.
  - c. By programs for community service.
2. Cite specific programs completed during the past few years and programs planned for the current year.
3. City examples which show the community's regard for the Sons of Italy.
4. Cite areas that offer great challenge for future involvement.

Past Presidents:

A. Opportunities for people in the Order.

1. The opportunity to know many of the civic leaders in the community.
2. The opportunity to help direct the organization.
3. The opportunity to become a leader in the organization
4. The opportunity to correct things which you feel are wrong with the community.
5. The opportunity to have your ideas accepted as an action project.
6. The opportunity to take part in community affairs and to help shape the future for its citizens.
7. The opportunity to become known to the present community leaders.

B. How you will benefit from participation in OSIA activities.

1. Learning to plan and organize work.
2. Learning to delegate responsibilities.
3. Learning to think independently and make decisions.
4. Learning to speak confidently.
5. Learning to conduct meetings.
6. Learning to draw out and use the ideas of others.
7. Learning techniques of persuasion and political action.

C. Give example of leading citizens who are OSIA Members and their statements endorsing your Lodge.

D. What does your organization expect from you?

1. Regular attendance at meetings.
2. Participation in Lodge projects. Give examples of what several new members are doing.
3. Acceptance of responsibilities and opportunities for promotion, such as committee chairpersons and leadership positions.
4. That you wear your OSIA pin and take pride in being a member.

5. That you voice your opinion and offer constructive criticism when you feel you can help.
6. That you become knowledgeable about your organization, its purpose and procedures.
7. That you strive to assist others in discovering the benefits available to all people through the Order.

Community Leader (ten to fifteen minutes)

- A. Their accomplishments and activities in the Order.
- B. The benefit they feel they received from the order.
- C. What they believe are the advantages of being a member of the Order, to today's people and today's employer.

State OSIA Officer

- A. History of the United States Order.
- B. The Lodge's link with the OSIA everywhere, the state organization.

Concluding the Program:

- A. Questions and answers. Give new Members a chance to ask questions. Possibly, plant a few questions to break the ice.
- B. Serving of refreshments, if the meeting is not a dinner meeting, is an ideal way to wrap things up. This will give veteran members a chance to talk with new Members in attendance.

## Types of Orientation Programs

Fireside Orientation. Fireside Orientation is intended as a supplement, rather than a replacement, for the conventional orientation program. Its purpose is to explain the meaning and purpose of the OSIA, and its benefits to the individual, community, state and nation.

Done in a OSIA Lodge, home, the simplicity, informality and pleasant atmosphere of the program creates a good image in the minds of new members. Also one person can conduct the program, giving the other officers time to work on other programs simultaneously or to conduct a similar meeting at their house on the same night.

New members are usually more relaxed and not embarrassed to ask questions or enter discussions in a small group. A good group would be from four to six.

Instant Orientation. Instant Orientation should be held 45 minutes prior to each regularly scheduled meeting, regardless of the number of new members to be oriented. An attendance record should be kept, so that each new member can be re-contacted until they attend.

A Board member or an outstanding committee chairperson should be invited as a guest speaker. It is recommended that the chairperson for the program be the immediate past president for the first three months and that members of the committee be trained to conduct subsequent programs.

Emphasis should be placed on the Lodge's history and activities. A brief explanation of the history of the OSIA organization and its purpose should also be given. The speaker should briefly tell their own "success story"-what being a member has done for them.

Material geared to new members should be distributed and explained at this time. After presenting the new member with their pin, the session should be concluded with a question and answer period.

Whatever form of orientation program your Lodge selects, remember that a good Welcome OSIA program is the basis for a solid, well-informed, active membership.

## 7. RECRUITING NEW MEMBERS

In order to carry out your Lodge's plan for the year, new members are needed. Getting new members is a year round activity for all Lodges. There is always room for new people with fresh ideas and enthusiasm.

The membership committee should survey the Lodge's actual needs for the coming year to aid in planning a useful and effective recruiting program.

As a leadership training organization, Lodge's constantly need more members because our communities need more qualified leaders each day.

The Order offer a person the opportunity to meet a group of aggressive people, take part in worthwhile projects, fulfill a need for personal growth, and contribute to society.

How do you go about getting these new members? Organize a year's planned membership program!

### More Than Drives Needed

The major means of recruiting for most Lodges is the membership drive. A drive, although useful for some purposes, has too many disadvantages for it to become the basis for an adequate membership program. Its greatest weakness is that its purpose, the enrollment of members during a short period of time, is not adaptable to most Lodges', membership needs, which are continuous, and which must be met by a day to day program.

Since membership demands are continual, what your Lodge needs is the kind of membership program through which a steady supply of new members can be enrolled month after month. Of course, within this over-all program, the membership drive can, and often should be used to stimulate Lodge-wide interest in recruiting and to bring in larger quantities of members.

### Set Lodge Goals

The most immediate source of new members are friends, relatives, acquaintances, associates and everyday contacts of current members. Every member meets many prospects during a work week. Current members need to be reminded of this and their obligations toward enrolling these prospects. A plan should be formulated by which members are made aware of their potential for recruiting new members and are given the knowledge and tools to clinch these sales.

Possibly the next best source of members is the business firms in your community. A standard program should be advised for making regular contacts of the business people of your community, urging their support of the OS7:A program through enrollment of their Italian-American employees. A good membership committee will, during the course of the year, contact every business in its community that has prospective members. As you seek new members for the Lodge, consider the young members.

Another source of membership is the general public. Spot announcements, newspaper releases, TV slides, window posters and banners, and special displays downtown and in various public buildings help to advise the general public of the order.

Contact local business firms and sell the owner or operator on the following points:

1. How OSIA Membership Can Benefit Your Employees
  - a. Learn to organize work through project planning.
  - b. Learn leadership by chairing committees comprised of volunteer workers.
  - c. Learn from mistakes that could be costly to their work.
  - d. Cite examples of leading citizens who were active the order.
  - e. During project work, members meet community leaders, others of their own age and achieve some degree of recognition and identification with the community.
  
2. Advantages of OSIA Membership to the Firm
  - a. Testing ground for Junior Executives.
  - b. Having its Italian-American employees accept civic leadership responsibilities is a mark of progress for the firm, and indicates its interest in the community.
  
3. OSIA Goals and Objectives.
  - a. Leadership training.
  - b. Community improvement.
  - c. Development of members
  - d. Promulgate Italian-American Culture and Heritage.
  - e. List successful projects.
  - f. Cite programs for the year that will be of specific interest for the business segment of the community.

The following presentation can be made during a time allotted by the company or in the evening, using company facilities or those of the Lodge.

1. Welcome from the Membership Chairperson.
2. OSIA Goals and objectives-Lodge President.
3. Explanation of committee principle of operation and description of various projects being conducted and various committee areas of interest in which members can participate-Lodge Vice President.
4. Outline of successful past projects and examples of various civic leaders who are Lodge-Immediate Past President.

#### Drive Must Be Timely

The membership drive is used to add spice to the yearly membership program and to focus Lodge-wide attention on the needs for increased membership.

Drives should only be held, however, when activities are sufficient to absorb the many new members that will be enrolled, and only after careful plans have been made to assimilate and orient the bulk of new members that will be forthcoming.



Special "Sales Kits" will be needed for your members when they go out selling new members. Flip charts, video tapes or presentations charts should be prepared for your briefings to business leaders.

Prizes and incentives should be a regular part of your yearly membership program, since behind almost every act of a member lies a desire for recognition, or the spirit to compete-and win.

### Sales Kits Essential

A good sales kit is probably the most important material your committee can prepare for the recruiting program.

Kits should be distributed to teams before membership drives and should be available to any member who has a prospect. Certain portions of it, notably the instructions on contacting prospects, can be distributed to the entire membership with good results.

### Sell Program to Members

Members will support those programs more that are in accord with their thinking, and understandable to them. For these reasons, at the start of the yearly membership program, the membership needs and goals of the Lodge should be carefully explained to the general membership by means of a special. report.

Show them how members will be solicited, why they are needed, how they will be used, how their enrollment will benefit the lodge and what is expected of the general membership.

You have a starting point. It's your June 1, 1991 membership. You have twelve months, until May 31, 1992, to make your mark in the history of your Lodge. Most Lodges would more than double in size by adding just four new members a month to their rosters. Many would triple in size.

What is your goal? If you have not already done so, set one. Now divide the difference between your current membership and your goal by the number of months remaining in your year. Now you have a monthly quota, the number of new members you need each month to reach your goal.

The next step is a month by month plan which will bring your monthly quota of new members into your Lodge. If your plan is a good one and your administration effective, you may reach your goal by next January or February.

If so, set a new goal. In fact, try to keep the goal a little out of reach by raising it every time you appear to be realizing it. It'll have greater motivational value.

### SIGNS AND SLOGANS

The Executive council members, the general membership and the membership committee should be constantly reminded of membership goals. Signs at general meetings and regular notices in the monthly bulletin help to keep the objectives clear. Slogans which incorporate the yearly goal figures are always good for this purpose.

## 8. PLANNING GOOD MEETINGS

Meetings can set the pace for all your Lodge's activities. They can increase participation in overall project activities, help orient and assimilate new members, encourage prospective members to join with "that live wire outfit", create enthusiasm, provide leadership training, and generally help to mold the various and diverse individuals you call your membership into an enthusiastic, energetic and effective "action organization".

### Good Planning Makes Magic

You should put as much effort into the planning of meetings as you do for your major projects and activities. When an architect starts to plan a house or a building, or an engineer starts to plan a highway or a bridge, each must first know the functions the structure is to serve. A program chairperson, before they draw the blue print of their meetings, must first understand what the meetings are to accomplish; not only each individual meeting but the over-all year's plan.

### Types of Meetings

General membership meetings fall into three basic categories: program-dinner meetings, general business meetings, and the luncheon meeting. The best way to determine the right meeting type for your Lodge is by vote of the membership.

The program-dinner meeting combines business, pleasure and education, while at the same time providing fellowship. It allows a member to go directly to a meeting without have to travel home, and then back to the city for a meeting and it provides sufficient variety of appeal to the majority of member interests.

The general business meeting is best for Lodges whose by-laws require much of the business to be approved by general membership. This allows: members to eat at home (less expensive), a maximum of business and committee work, more personal control of their Lodge, more members to participate and speak before the group, and more leadership training.

Luncheon meetings are usually held in larger metropolitan areas, where the majority of members work in the downtown area and have enough time for a longer lunch hour. Because of commuting problems, this is the most practical time that members of large city Lodges can meet.

### Meeting Objectives

Basically, general membership meetings should accomplish these objectives:

- Conduct necessary business of the Lodge.
- Learn the progress of current Lodge activities.
- Create interest and enthusiasm for Lodge activities.
- Mold the members into a unit that will function as such.
- Publicize Lodge activities to others. Provide leadership training.
- Provide civic education to members by means of speakers, industrial tours and other types of programs.
- Provide a means of keeping members informed and interested in civic activities and affairs.

Provide fellowship and an opportunity to become better acquainted with other members.

Special meetings, of course, have special functions, such as membership drive kick-offs, Pasta Night, installation banquets, etc.

When the program chairperson thoroughly understands the basic objectives of meetings as they apply to their own Lodge, they can start blueprinting their program. It must then be fitted into the policies and program of their Lodge.

### Mechanics of Successful Meetings

Overall long-range planning for meetings makes individual meetings at least 20 to 30 percent more effective. By planning, long-range programs can be chosen for their timeliness, definite dates can be announced and promoted well in advance, and cancellations of meetings due to lack of speaker or programs can be avoided.

The program chairperson's job can be easy if some elbow grease is applied in advance. Here are some tips:

1. Set up a general schedule of meetings for the year.
2. Mark on your schedule those that will definitely be special events and those that will be regular meetings.
3. Decide on a program for the remaining meetings that will be timely and add variety.
4. After tentative programs have been selected and approved by the lodge president and trustees start contacting speakers and program sources.
5. Go after the biggest and best speakers first. You have time to go to the top and work down if you plan in advance.

### Mechanics of Successful Meetings

The first consideration in planning for a meeting is a suitable location with adequate facilities. Experience has proven that a permanent location, date and meeting

time are desirable. Changing the time and place of meeting discourages attendance and creates confusion.

Consider the following items in selecting the site of your meetings:

1. Meeting Site
  - a. Parking facilities
  - b. Centralized location
  - c. Transportation
  - d. Quality and price of meals
  - e. Rental
  - f. Reputation of facility and neighborhood.

## 2. Meeting Facilities:

- a. Enough room for largest expected turnout
- b. Plenty of chairs
- c. Head table set up
- d. Podium and sound system
- e. Adequate ventilation
- f. Air conditioned in summer
- g. Serving facilities for meals
- h. Atmosphere conducive to a business like meeting.

### Setting Up the Program

When planning your program, think of the audience.

The OSIA Ritual, which is enclosed, is proven and universal. It should not be changed, but it must be added to with speakers or dinners or programs for after adjournment.

The Ritual should be considered from a functional standpoint-what must be said or reported or presented. Additions are then made to these basics, if time is available, for the purpose of adding variety and pep.

After deciding what is to be done, choose the order in which to do it. Remember, the last things said are always the longest remembered.

When the program has definitely been established and timed, send a copy to all concerned, and make sure each person on the agenda knows what is expected of him/her at the meeting.

Avoid cancellation of meetings. If a cancellation must be made, notify each member.

### Hints for Business Meetings

For general membership, business and trustee meetings, always circulate an agenda of new business and unfinished business prior to the meeting. Accurate minutes should be prepared and adhered to. After the agenda has been prepared, essential items should be noted.

### Control of Meetings

The success of meetings, in large part, is determined by the “ring master”, the chairperson of the meeting. It is his job to limit discussion of unimportant items and guide the group into the important business that must be handled.

### Tips for Successful Meetings

The ideal membership meeting is one where friendship abounds, a feeling of comradeship is evident, and necessary business is completed quickly and efficiently.

These few tips can increase the friendly atmosphere and increase the leadership training aspect of your meeting.

- a. Have an official greeter at the door every meeting and make everyone feel welcome.

- b. have name badges for all members and guests and provide a rack or a table at the door for them. Encourage members to wear them during meetings.
- c. Encourage the wearing of Sons of Italy lapel pins by all members.
- d. Have door prizes. Use such gimmicks as the secret hand-shaker, where one member, unknown, is designated as the mysteryman, and the member shaking his hand first receives the prize.
- e. Set up a sergeant-at-arms and fine a system for those who are late for the meeting, without lapel pins, etc.
- f. Have members stand and introduce themselves at each meeting.
- g. Have prospective members introduced. Make sure that these guests are introduced to as many members as possible le, including the president, before and after the meeting. Make it known that you are anxious to “have them aboard”.
- h. Have formal induction ceremonies for new members.
- i. an occasional display of project pictures or a scrapbook may generate enthusiasm.
- j. Use a prepared agenda.
- k. Follow the enclosed Ritual.

#### Meeting Protocol Treatment of VIPS

When you invite an important guest to your home, be careful to observe the rules of courtesy and good manners. Go out of your way to make sure your guest has a pleasant time and forms a good opinion of your home and family.

Your Lodge has these same obligations to its meeting speakers and guests. Courtesy should start with the very first contact of a speaker.

#### State and National Officer Visitations

Your Lodge has a wonderful source of program material in state and national officers. Your National Sons of Italy President, Vice President, State Presidents, Trustees, and State Vice Presidents are well versed in Sons of Italy know-how.

Requests for a visit by the National Sons of Italy President should be sent to your State President, since he/she will determine the visitation schedule of the U.S. Sons of Italy President within your state.

#### Write Early

1. Include details of the meeting, such as time, place, date, theme of meeting, estimated length of speech, Be certain to find out whether or not the speaker charges any fee. If so, how much.
2. Let the man/woman know who he/she will be speaking to and why, if he/she accepts

3. When acceptance is received, acknowledge immediately and request a biographical sketch and picture for publicity purposes and introductory remarks.
4. Make sure that you know the exact method and time of arrival.
5. If the guest is driving, be sure detailed instructions are given of the location of the meeting.
6. Cover very possible detail.

#### When Arriving in Your City

7. Make hotel reservations in advance if overnight stay is necessary.
8. Be sure someone is one hand in time to meet the guest.
9. Give the speaker a chance to clean up, get some rest and study his/her notes prior to the speech, if possible.
10. If the meeting is not a dinner meeting, take him/her

#### At the Meeting

12. Before the head table guests are seated, give them a change to be introduced to one another, to chat for a few minutes.
13. Remember, state and national officers like to meet as many Sons of Italy members as time permits before and after the meeting.
14. Introductions should not be flowery or lengthy. They should make the speaker feel he/she is welcome.

#### After the Meeting

15. Thank your guest and let him/her know that his/her talk was appreciated.
16. Escort him/her to train or plane.
17. Be sure to write your guest a thank you letter no later than four days after his/her departure. Thank him/her for his contributions of time and make him/ her feel welcome back at any time.

#### Expenses

18. Most of your guests are making personal contributions of time and sometimes money. Sons of Italy, in particular, are usually on a limited budget. Whenever possible, you may want to defray your guest's in-town expenses, hotel bills, meals, etc. Do it quietly and gracefully.

#### The Head Table

Careful attention should be given to the seating and arrangements for your head table. The physical arrangements for head tables are subject only to the number of people needed to be seated and space limitations imposed by location.

Seating arrangements have, on the other hand, certain general rules that can be followed. Many factors, however, affect these arrangements, including personalities, the program schedule and other local conditions.

### Physical Arrangements

1. Do not crowd people at the head table; better to use a two or three-tier table than to crowd head table guests.
2. Tables should be attractively decorated.
3. Place cards should always be used.
4. Public address system should be checked in advance.
5. Make sure podium is available if needed.
6. Make sure food service is fast.

### Seating Arrangements

Decide on head table people, taking into consideration physical limitations and size and importance of the program. The following people could be considered for the head table at a typical Sons of Italy banquet.

Representative of City Government Service Club Leader

Other Leading Civic and Business Leaders Priest and other clergymen

State Sons of Italy President Local program Chairperson

Local Sons of Italy officers

Other pertinent to the particular banquet being held.

### General Rules For Seating

1. Facing the audience.
2. Guest speaker to immediate right of podium.
3. Master of ceremonies to immediate left of podium.
4. Highest ranking non-Sons of Italy, other than speaker, to emcee's immediate left.
5. Seat men/women of equal rank at approximate positions from podium to left and right of podium.
6. Number of guests of equal rank can be seated alphabetically.
7. Arrange seating from podium to either end.
8. Notify people to be seated at head table well in advance and indicate dress-black tie, tux, or business suit.
9. If meeting is formal and dressy in nature, line up head table people in proper order off stage and then seat them "en masse".

10. Alternate “outsider” with OSIA member, good PR and “livens up” conversation.
11. Women are seated to the right of the men.
12. All introductions should be brief, factual and to the point.

Meetings can be a constant source of publicity. The program chairperson should work closely with the public relations chairperson to make sure the best publicity possible can be obtained.

1. Provide advance releases to newspapers.
2. Provide complete details to press and other news media in advance, including biography on speaker ... what is scheduled to happen at the banquet and when, other dignitaries present, purpose of banquet, etc.
3. Provide tables for press close to the head table.
4. Follow up and determine how many press people will be present.
5. Set up press conference with speaker upon arrival, let the press handle the questions.
6. Provide list and seating order of head table.
7. Provide press with copy of speech.
8. PR chairperson should be available at all times to provide assistance and information to the press.
9. If meeting is too small for press, cover it yourself.
10. Provide press releases to newspapers immediately after meeting.
11. Newsworthy items would include election of officers; resolutions adopted that will affect the community; local, state and national awards presented or won.
12. Final reports of projects. Remember, however, just doing something is not news in itself. The material must be of interest to many readers before an editor will consider it newsworthy.

### Executive Council Meetings

As the control center of your Lodge, the Executive council must provide the impetus to bring about real action and accomplishments by the members. As stated earlier in the manual, the key to the entire lodge operation is good meetings.

Here are points that should be considered preparing for Executive council meetings:

- a. Is parliamentary procedure used? Adherence to it will save time, tempers and embarrassment. Have a copy of Roberts Rules of Order available for reference.
- b. Are meetings carefully planned and does each member adequately prepare themselves? Careful preparation of the agenda, advance preparation by each member on points they must cover and preparation in writing of all reports to be presented can increase the effectiveness of the trustee as a decision making group.



- c. Is the council meeting conducted properly? Is the agenda followed? Are minutes taken? Are items presented in sufficient detail to enable the council to make sound judgments? Is action taken on every item of business on the agenda or brought up under old or new business?
- d. Is there adequate follow through? Is the general membership aware of the important decisions made by the council? Are directives requiring action passed quickly through the chain of command to the persons who are to implement them?

The size and composition of any committee will depend on the nature and scope of the project. Choose members that you feel will do the best job for committee assignments.

When approaching members for committee assignments, be enthusiastic so that they will pick up the same enthusiasm and carry it through from the start.

When talking to a member about committee work be sure to inquire as to what other committees, if any they are working on or committed to at the time. Do not overwork a member when there are others available to serve and take part in your Lodge's activities.

Upon the acceptance of each of the committee members you selected to work on the committee, notify the chairperson of the assignments and the general length of time they will be working on the project. This notification should be in writing with copies sent to your Trustees and the local bulletin chairperson.

For a committee to function properly, the duties of each member working on the committee must be clearly defined at the very first meeting. The chairperson should furnish each committee member with an outline in writing of his duties and responsibilities.

At the very earliest possible time, after you have the details of the project in mind, draw up on a budget for submission to the Trustees for its approval.

This is an important matter and should not be passed over lightly.

The budget should be broken down so it speaks for itself. If it contains several items, then make copies so that you may distribute them to members of the Trustees at the same time you present it for approval. Be prepared to answer questions concerning any of the proposed expenditures or anticipated income.

Your Trustee should have assisted you in preparing the budget or should have had it explained to him prior to the Executive council meeting. Remember, you must submit your budget before you make any of the other project commitments.

This matter should be discussed at the first committee meeting and the decision should be the will of the majority. This will, of course, depend upon the nature and scope of the project. As a general policy, do not have any meetings unless you feel it will benefit the project or the committee members.

Never have a meeting just to say you held a meeting. Treat your time and the time of other members of your committee as a precious item. If duties are being carried out, you will find that fewer committee meetings will be necessary, or that only "quick report" type meetings are required.

Agenda: with rare exception, the chairperson or secretary should have a prepared agenda for distribution to members prior to the start of the meeting. A prepared agenda will expedite the meeting and make it more productive.

Minutes: Minutes should be kept by the secretary and copies of the minutes from the previous meeting distributed at the start of each meeting. Approval or amendment of such minutes should be the first thing on the agenda. If the Trustee does not attend the meeting, see that they receive a copy of the minutes for their files.

Length If the chairperson runs the meetings properly, most should be kept within a two hour limit. You will find that it adds greatly to the morale of the committee members if the meetings do not use up an entire evening, unless absolutely necessary.

Notification of Meeting: Determine at the first meeting what the policy will be concerning notification of future meetings, even though the dates, time and place may or may not be set. In most cases, it is the responsibility of the committee secretary to notify the members of the committee by phone the evening prior to the meeting.

Notify your director of all meetings and determine from the President and the Vice President whether or not they desire to be informed of your meetings.

As presiding officer, you have responsibility for making every meeting efficient and businesslike. You do this by learning and practicing parliamentary procedure and by preparing an agenda for each meeting. Use of parliamentary procedure indicates your respect will be returned. Your prepared agenda shows your concern for the value of time and will keep your meetings "on course".

ASSIGNMENT: Prepare a year's tentative schedule of regular and council meetings. Become familiar with the Roberts Rules of Order for conducting a meeting. Prepare an agenda for each meeting and have a copy available for each member. Start meetings on time and end them on time.

## 9. LOCAL LODGE NEWSLETTER

A terrific tonic for any Lodge is a good local newsletters, regularly issued, easy to read, with something to say about the current state of the Order's affairs. As much as every member would like to attend every meeting, it is not always possible. A member busy on the "Stay-In-School" committee may not have time to work on Drug Abuse. How can these men/women be better informed? The Lodge's newsletter.

Don't underestimate the power of the printed word. OSIA members are hungry for news about their organization. But, it must be timely and interesting. Some Lodge publications are good, many are bad and some are indifferent. Your Lodge publication must not waste the time of the reader or you will lose them for the issue and, maybe, for their Lodge lifetime.

A regular publication will do these things for your organization:

1. Create a better informed membership, because the publication will reach those unable to attend every meeting.
2. Increase participation in activities and attendance at meetings.
3. Promote a sense of identification and belonging among the members.

Begin a publication by appointing a committee responsible for obtaining and getting it into print. In small Lodges, a member who keeps up with all events may handle it. Large publications may require an editor, reporters, photographers and other staff members.

Establish the format and draw up a budget. If your Lodge has a publication, evaluate its effectiveness with a poll of the membership. A local publication has five phases, and any one improperly handled will seriously affect its success. The phases are: 1) Format, 2) Writing, 3) Editing, 4) Printing and 5) Mailing Lists.

Your publication can be mimeographed, dittoed, zexored or printed, on 8 1/2 X 11 (letter size) paper. The number of pages is determined by the amount of news and the budget.

An easy to read paper should be the main objective, with headings over the areas of news to direct the reader to them. A newsletter style is most frequently used, and it is very effective in bringing the reader immediately to the heart of the news item.

In many Lodges, members who write professionally are charged with the local publication. The secretary may also be a good candidate for the job .

The contents should include the time and place of meetings, progress reports on current projects, recognition of outstanding achievements and new member introductions.

Private or off color jokes and obscenities are out of place in even the most private of Lodge publications.

Since "names make news", frequent mention of names of the active people of the Lodge will reward their activity and also stimulate those who are not so active.

Use your publication to keep members informed of current activities and projects and future plans of the Lodge.

Remember, a cardinal rule in writing is to keep it simple and direct and give the facts.

## 10. EFFECTIVE PERSONNEL MANAGEMENT

You can keep every member of your Lodge active in OSIA if your Lodge continually shows interest in them. This can be done with an effective personnel management system which solves problems relating to an impersonal attitude or atmosphere. A Lodge is usually organized around projects or committees. Members are assigned to committees working on projects. With good personnel management, the chapter's organization is geared to people.

Here's how to set up a personnel management system in your own Lodge. Assign officers to the Vice President Then assign each member of the Lodge to an officer. Officers select their members in turn. If you go through a selection process, be sure to alphabetize the list under each officer before you print it. The way assignments are made is unimportant – what is important is that each officer has an equal share of hard working members and slackers.

Impress upon each officer that their primary job is to manage and direct their members. They will still have committee, project, or area assignments, but these are secondary. If they take care of their members and keep them active, the projects will take of themselves. The officer should know everything there is to know about each person assigned to them. They should know the member's family, hobbies and interests in and out of the Order. It is the officer's job to find out what motivates each member. The officers are elected by the membership. They ask for responsibility. Managing people is the most important responsibility they can have-and the most rewarding.

Each officer is totally responsible for the Lodge performance of the member under their guidance. They see that their members receive project assignments and chairmanships, according to their wishes. They encourage visitations, promotes attendance at district, state and National OSIA meetings.

The officer keeps their members informed. They work with them to bring in new members. They keep track of meeting attendance and contact members before they lose interest and slip away from the Order. They listen to gripes, take suggestions to the council and insure that the lines of communications are open between it and the general membership.

The President should hold a personal evaluation session periodically at council meetings. Spot-check through the roster and ask each officer about their members. The officer should be able to report on committee assignments, project activity, interest, or the lack of interest on the part of each member under their supervision.

When a new project is approved, the officers will be able to suggest members to the project chairperson. If an officer serves as a chairperson, they are depriving a member of the chance to learn-depriving the Lodge of future leadership. The officers should work with and advise the chairperson, serve as members on the project, but always give credit for success to the chairperson and their committee. Of course, the Vice President is responsible for the success or failure of their assigned officers.

The system outlined above is similar to almost any organizational structure in a corporation or in the armed services. Certain members are responsible for certain other members. Duties or work activities are sidelines to personnel management. This plan in no way interferes with regular committee assignments-it simply makes them more effective. It is flexible with any number of officers and any number of members.

To tie this in with personnel management, the Vice Presidents should call on an officer at each meeting for a personnel report. The officer will know the status of their members if they expect to be called on before the membership for a report.

Another effective device is competition between the officers and their “teams” in any area of Lodge programming. At the end of the OSIA year, the losing team treats the winning team to a steak dinner.

You can also tack a very orderly membership recruitment program onto this structure. For instance, in the month of January, each officer will work with the first members on their list to bring in one new member. Through a combined effort, this can be easily accomplished. Of course, the new member is assigned, preferably to that officer.

During February, the officer will work with the second member on their list and do the same thing-and so on down ‘ the roster. In the course of the year, with regular follow-up, you can double your membership. The trustees would work with every member in the list at least once a year.

Depending on the size of the Lodge, each officer may have to personally “motivate” two or three members per month. Most members seem to lose interest because “nobody ever asked me to do anything”. This plan solves that problem because every member in the Lodge is contacted, at least during one month a year, to recruit new members.

If it is practical, post a chart at your meetings listing the members brought in by each individual. It will become immediately apparent which officer is doing the job and which is not. The Vice President, then, must accept the responsibility for getting their officer to follow through.

Other applications of the personnel management system of local organizations are limitless. You can devise your own. The main thing is to make each member feels that they belong to the organization, that they are important, and has a definite responsibility.

Experience shows that the weakness in this plan is that some of the local officers may not want to do the job of managing personnel. In that case, they should be replaced by someone who wants the opportunity to benefit from the experience of managing people.

A primary reason for the existence of the Order is leadership training. That means working with people-and personnel management is the way to organize to do it.

Most of us would not have to think back too many years to the time when we were “fledgling OSIA members”, ready to fly high, but not knowing quite where or how to begin. It is this period in a new member’s career that is very critical. They want to learn and become an ACTIVE part of the organization, but they need guidance and assurance that they are needed and wanted. If no one takes an interest in them, they are very likely to drop out of your Lodge. This period of first adjustment must be covered by a carefully planned activation program.

Perhaps-the biggest single thing we can do to assist the new member through this period of adjustment to the Order is to have as much personal contact with them as possible. Nothing can discourage an eager young person more than to be invited as a prospective member to a OSIA meeting, be “glad-handed and sweet-talked” and then go home and never hear another word from the Lodge or any of the members.

The best way to make a new member wanted and needed, part of the group, is to treat them as an important individual. Keep them informed about everything you possibly can. If they are informed, they will feel a part of the organization; they will become interested. If they become interested, they will become an ACTIVE member.

Organize your Lodge's activation program to keep in touch with new members at least once a week. These new members need the assurance and you need the members.

One of the best ways to keep in touch with new OSIA members is through the buddy system. As a new member is brought into the Order, they are assigned to an older member who will be directly responsible to see that the new member is fully informed on all of the activities of the Lodge.

This older member should see that their assigned member is present at all membership meetings and might even take them to some of the Trustee meetings. They should find out what this new member is most interested in, prior to suggesting a committee.

Some Lodges have competition between the older members to see who can make the fastest progress with the new members. This competition among the older members could be set up in any number of ways and points could be given for different parts of the competition.

The primary reason for any system such as this one is to make certain that the new member is given the chance to belong, and for them to know they are needed in the organization.

One of the best ways we can make new members feel welcome is to improve our reception of them at meetings. Getting prospective members off to a good start will, in most cases, give the Lodge a better than fighting chance of keeping them. The following are tips on handling prospective members:

1. Invite the prospective to a regular meeting as a guest.
2. Give them enough advance notice to assure no conflicts.
3. Pick them up and personally take them to the meeting.
4. Introduce them to as many members as possible before the meeting begins.
5. Formally introduce them during the meeting as a guest and prospective member. Tell a little of their background.
6. The President should make all prospective members feel welcome and extend to them an invitation to join the Lodge.
7. At the conclusion of the meeting, all prospective members should be asked to meet with the membership chairperson for a brief orientation.
8. This first orientation should cover basic purposes, aims and objectives of the Order. All pertinent local information as to dues, initiation fee, meeting times, etc., should be thoroughly explained.
9. When the orientation is over, the prospects should be given a membership application card.

10. The application card should be returned to the Lodge by the member who brought the prospect as a guest.
11. When the membership application is approved by the Trustees, the new member should immediately receive a letter of welcome from the President. A copy of the letter should be sent to the sponsoring member.
12. The older member should bring the new member to the next several meetings to make sure that they feel needed.
13. All new members' names should be put in the local publication and they should be promptly placed on the mailing list and assigned to a Trustee.
14. The new member is now ready to become part of your activation program.

Attendance at meetings of the Lodge is important to keep the members actively participating in your Lodge's projects. Sometime is necessary to devise methods to stimulate interest in your meeting.

As soon as possible after a new member has joined the Lodge, they should be presented with their pin and the other materials contained in a OSIA new member kit. A formal induction with an "Oath" of service before the general membership can well be a memorable occasion for the new members. The induction should be held during the regular membership meeting.

## PERSONNEL MANAGEMENT FORM

\_\_\_\_\_ LODGE  
 \_\_\_\_\_ ASSIGNED DIRECTOR

**I. GENERAL INFORMATION**

Name \_\_\_\_\_ Address \_\_\_\_\_ Zip \_\_\_\_\_  
 SOCIAL SECURITY NO. \_\_\_\_\_ BIRTH DATE \_\_\_\_\_ DATE JOINED \_\_\_\_\_  
 TELEPHONE \_\_\_\_\_ NAME \_\_\_\_\_ BIRTH DATE \_\_\_\_\_  
 OCCUPATION \_\_\_\_\_ CHILDREN \_\_\_\_\_ AGE \_\_\_\_\_ NAME \_\_\_\_\_ AGE \_\_\_\_\_  
 TELEPHONE \_\_\_\_\_ NAME \_\_\_\_\_ AGE \_\_\_\_\_ NAME \_\_\_\_\_ AGE \_\_\_\_\_  
 EDUCATION \_\_\_\_\_ HOBBIES OR INTERESTS \_\_\_\_\_  
 BLOOD TYPE \_\_\_\_\_ SPECIAL SKILLS \_\_\_\_\_

**II. ACTIVATION-ATTENDANCE**

JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY

COMMITTEE SERVICE: Project and Dates Involved \_\_\_\_\_

PROJECT \_\_\_\_\_ PROJECT \_\_\_\_\_

PROJECT \_\_\_\_\_ PROJECT \_\_\_\_\_

VISITATIONS: List Lodges and Dates \_\_\_\_\_

DISTRICT, STATE, U.S. MEETINGS (Type, place and date) \_\_\_\_\_

**III. LEADERSHIP**

Signed New Members (date) \_\_\_\_\_

Oral Report (date, subject) \_\_\_\_\_

Article for Newsletter, Newspaper or Radio-TV (date, subject) \_\_\_\_\_

Presented New Project Outline (date) \_\_\_\_\_

**IV. AWARDS AND HONORS**

**V. ELECTIVE OR APPOINTIVE OFFICES**

(Office, dates or States or U.S. Chairmanship and dates) \_\_\_\_\_



## 11. WAYS AND MEANS

Local Lodges derive their funds from both internal and external sources. In effect, the only internal source is from the Lodge members themselves, through dues, assessments or the purchase of tickets to events. While there should be a constant source of internal funds coming from new members' dues, there is no way that a Lodge can completely finance all its activities internally. Dues should normally cover most of a Lodge's day to day administrative expenses. Membership dues cannot be too high or they will become a detriment to membership recruitment and retention and will, in effect, exclude many potentially active young people from ever belonging to your Lodge.

The effectiveness and relevancy of a Lodge to its community are usually in a direct proportion to how well a local Lodge takes advantage of external financing. Fortunately, there are several sources for outside funds, and one or more of these sources should be available to your Lodge.

Every local Lodge has one or more projects conducted early to raise funds for operating the Lodge. The different types are too numerous to describe here but there are a few criteria any ways and means project should meet. First, it is better to conduct only a few major money making projects than to tie up your Lodge's membership constantly with projects that end up bringing very little funds into the Lodge. Not only do your members get tired of conducting one petty project after another, but the community begins to get irritated seeing you with your hand out day after day. Any money making project should offer some service or useful item in return for funds received and should not just be charity in disguise.

Often a Lodge will be offered a percentage or commission just for "endorsing" some item or program. It is important that any such offer be very carefully examined. You are, in effect, selling your most important asset-your public image and respect in that community . Many a Lodge has discovered too late that this "something for nothing" offer has netted them very little in the way of funds but has cost them the respect of its community. Always bear in mind when you receive such an offer, that the company borrowing your name and reputation needs it to promote its product. Why?

Another source of outside funding comes from the sale of sustaining memberships. In effect, it is similar to a sponsorship except that the funds are not earmarked for any special program and can be spent at the discretion of the Lodge. Many Lodges have successful sustaining membership programs in operation at this time. The success of a sustaining membership, it is in effect showing support for your contributions to the community. Your Lodge has an obligation to its sustaining members to show them that their money is being well spent. Proper recognition should also be shown to sustaining members though the use of your local publication, special recognition meetings, etc.

One more very important source of external funds for OSIA Lodges is sponsorship funds. These are funds provided by an outside corporation or individual for a specific program. It is in this area that most local Lodges fall short of their potential. Probably this shortcoming is due to a lack of knowledge by local officers of how to request and obtain these funds.

Before a local Lodge can request sponsorship funds for one of its major external projects, it has to be able to answer several important questions. When planning to obtain a sponsor, a Lodge should first be able to show:

1. The need for conducting the project in your community.
2. How much money is needed and how it will be spent?
3. What benefits will the community derive from this project?
4. How will the sponsor benefit from its contribution to the project? Will it increase his public relations? Will he be properly recognized for his contribution?

In answering these questions, be as specific as possible and quote from facts, not opinions. Be able to show a potential sponsor that careful planning has gone into the project in order to make it a meaningful success. The proposal should always be in writing and a copy left with the potential sponsor for him to study. Do not expect an immediate response, particularly when a large amount of money has been requested. Instead, prepare your case, plead it in person and leave the substantiating proposal information with him. Extras that help sell the program are such things as letters of endorsement from city officials, prominent citizens concerned with the area the project covers and the results the same project has had in the past.

Do not limit yourself just to requesting money. Often a company cannot make an outright grant of funds but would be happy to donate printing, promotional material or facilities. All these things cost your Lodge money, so be read to take advantage of any offer.

One other most important area to be considered in planning your presentation to a potential sponsor is to discover what philosophy that company or individual holds toward the project area. It is very helpful to know what attitude will prevail. It would be a waste of time to present a program on Environmental improvement to your community's biggest polluter even if they have funds available. Keep records for future administrations on who you contacted, what success you had, what was the company's reaction. These records will prevent your Lodge from overloading one company with requests and will help you discover in what areas the potential sponsors in your community are concerned.

If you secure sponsorship funds, follow through. Make the sponsor a part of the project. Invite them to meetings, have them present awards, put him on your mailing list, give them publicity (unless they tell you differently) and, most of all, remember they are in the business. If you use products in your project, be sure not to use Brand X if your sponsor produces Brand Y. Keep them alive and available next year-by keeping them informed and interested.

## 12. EXTENSIONS

Extension, the formation of a new Lodge, is one of the most satisfying responsibilities that your Lodge can assume. Yes, extension is a responsibility to those who believe in the principles of this great organization because they know we must GROW to be effective! Until people representing all fields of endeavor and all communities in this nation realize their civic responsibilities and the need for leadership, we, as OSIA members, cannot be satisfied. This objective can only be accomplished through continued growth-extension of new Lodges!

Extensions can be one of the most enjoyable and rewarding OSIA experiences. It is a satisfaction, because you find yourself literally selling the order to other people. Thousand of Lodges of all sizes have already proved this through years of experience. They have developed over this period of time a step-by-step formula for extending new Lodges:

1. Organize your committee
2. Select the community
3. Initial contacts
4. Organize the new group
5. Follow-up

Extension is not difficult. Getting started is the hardest step. Decide now to extend a Lodge — Let's GROW!

### Why Every Lodge should Extend ...6 Reasons for a Better Year

1. Members learn about OSIA while selling it to other people.
2. One of the best leadership training projects you can adopt.
3. Your Lodge will receive state and national recognition when it extends.
4. There is self-satisfaction when you extend. Your members will feel justifiably proud of themselves on charter night.
5. Extension makes your Lodge stronger in three ways:
  - a. Builds a stronger state organization that will provide better service to your Lodge.
  - b. Builds a stronger national organization providing more and better service to your Lodge, plus the additional prestige and broader influence of your Lodge that goes with being a member of the largest and fastest growing men/women's organization in the world.
6. Establishes internal unity and builds better members for our Lodge.
7. Extension is your Lodge's direct responsibility. Remember some Lodge took the time to organization OSIA in your community-why not "return the favor?"

NOTE: For extension materials contact your OSIA state office.

## WHY A STATE ORGANIZATION?

Confusion and misunderstanding often exists about the need and purpose of a state OSIA organization. Many states with good organization demonstrate time and time again the value to local Lodges. Many top quality projects and programs conducted within a state are not National OSIA emphasis programs and therefore must be promoted by and for the individual states.

### COMMUNICATIONS

Communications flow much more smoothly from Lodge to Lodge because of the manner in which the state organization is structured. Regular forums for the exchange of program ideas occur at state, and district meetings. Intra state communications such as weekly memos, state magazines and newspapers, internal statistics and personal contact with assigned state officers exist only because of your state organization.

### LEADERSHIP

The state executive committee is usually elected at large by the local lodge representatives to carry out policy and programming established by local representatives who comprise the state councils. These state officers usually bring to the office a broad background which includes in most cases several years of service in the offices that you now hold and have held. They understand your strengths and weaknesses because they have been there. They also understand your state better than any outsider and are in a better position to determine what is good or bad for your particular state.

### UTILIZATION

Your state organization also provides valuable avenues

for further growth for you if you choose to enter into statewide election for office. It offers the strength of

unity whereby issues of state wide significance may be met with singleness of purpose. It provides a power base within your state for the good of the entire state. And finally, your state organization is you because it is made up of the composite of its local members. Use your state organization so that you may serve better-and share your success with others.

Your state sponsored programs such as scholarship, charity, sports and the State Commission for Social Justice give your lodge an opportunity to participate and/or honor local people on a state wide basis without having to run a local project for that purpose.

**SONS OF ITALY IN AMERICA  
(To the Tune of Maryland My Maryland)**

*AMERICA! AMERICA! HOME OF THE BRAVE AND THE FREE.  
AMERICA! WE CHERISH THEE, YOUR FAITHFUL SONS OF ITALY.  
YOU GIVE TO ALL TRUE LIBERTY, EQUALITY, FRATERNITY,  
AMERICA! WE'LL DIE FOR THEE, YOUR LOYAL SONS OF ITALY.*

*AMERICA! AMERICA! LIGHT OF THE EARTH AND THE SEA.  
AMERICA! MOST PROUD OF THEE, ARE WE, THE SONS OF ITALY.  
THROUGH STORM AND STRIFE WITH BRAVERY, WE WILL DEFEND  
OUR LOVED COUNTRY. AMERICA! FIDELITY PLEDGE WE,  
THE SONS OF ITALY.*

*Liberty, Equality, and Fraternity –*

In order to continue growth and prosperity, the involvement of the entire membership is needed. Let the legacy of our founding fathers live on - Leadership, Dedication, Sincerity, and the Will to Persevere.

**MAY WE CONTINUE WITH THE TRADITIONS, AND BE GUIDED BY THE PRINCIPLES SET FORTH BY OUR DEVOTED FOREFATHERS - LIBERTY, EQUALITY, AND FRATERNITY.**

Additional copies of this manual (Adobe Acrobat PDF file)  
are available at the following Internet link:  
<http://osiaglnw.org/nwin/officermanual.pdf>

