2016-2017 American Legion Auxiliary Programs Action Plan

Leadership

The Leadership Program and the 2014-2019 Centennial Strategic Plan – In support of Goal 3 (Develop Leadership at All Levels), the Leadership Committee raises awareness of leadership development opportunities through How To Sheets and online resources.

Committee Contact Information
leadership@ALAforVeterans.org

National Chairman
Jeri Greenwell, Department of Maine
P.O. Box 4, Bethel, ME 04217-0004
(207) 824-2532
jbg@megalink.net

National Vice Chairman
K. Lynne Wild, Department of Nebraska
1510 N. 71st St., Lincoln, NE 68505
H: (402) 464-1191 C: (402) 525-5012
klwild@inebraska.com

Committee Member
Charlene Marshall, Department of Oklahoma
1015 Avenue C, Beaver, OK 73932
C: (580) 352-2840
marshall_charlene@rocketmail.com

Committee Member
Gayla Schmid, Department of Nebraska
303 Esplanade St., Bellwood, NE 68624
H: (402) 538-5275 C: (402) 367-7738
kgs41001@reagan.com

Central Division Chairman
Jeanne Haas, Department of Kansas
600 Arrowhead St., New Strawn, KS 66839
H: (620) 364-5893 C: (620) 437-6398
Debra.j.haas@gmail.com

Eastern Division Chairman
Caroline Koveleski, Department of New Jersey
621 Sand Dam Rd., Wagener, SC 29164
H: (803) 564-5479 C: (803) 530-3295
alapdp@hotmail.com

Northwestern Division Chairman
Tammy Ryberg, Department of North Dakota
PO Box 32, Bowbells, ND 58721
H: (701) 377-2813 C: (701) 339-1799
eskimotam@yahoo.com

Southern Division Chairman
Diane Spencer, Department of Kentucky
1624 Jennifer Rd. #106, Lexington, KY 40505
C: (859) 285-8616 W: (859) 323-6422
diane2@email.uky.edu

Western Division Chairman
Linda Workman, Department of California
1039 Santa Lucia Dr., Pittsburg, CA 94565
H: (925) 709-9557 C: (650) 400-5738
linda@workmanmail.com

National Headquarters Committee Liaison
Amanda Ginter
8945 N. Meridian St, Indianapolis, IN 46260
(317) 569-4500
AGinter@ALAforVeterans.org
What is this program, and why do we have it?

The Leadership Program raises awareness of ALA leadership development opportunities.

What can you do?

1. Learn about and promote participation in the ALA Leadership Academy, which is being developed as a result of the ALA Centennial Strategic Plan.

Ideas:

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

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

Department
- Provide members with opportunities to use their skills and energy.
- Hold a workshop to explain the department governing documents, to include Constitution & Bylaws, how the department budget is developed and their importance to the organization. The goal is not only to be transparent to your membership, but to reduce obstacles toward members volunteering for leadership roles by replacing fears with concrete information.
- Hold a workshop to train department chairmen and unit chairmen on effective written communication.
- Encourage department leaders and units to use tools and resources provided on the national website. More than 2,000 documents are provided on the national website at www.ALAforVeterans.org.
- Survey units to identify barriers to leadership and work to reduce them.
- Provide information to units for participation in the ALA Leadership Academy.
2. Enhance leaders’ knowledge about ALA history, programs and organization.

Ideas:
Member
• Take *Welcome to the American Legion Auxiliary Senior Auxiliary Basics, A Course on our History and Legacy* at www.ALAforVeterans.org under the Leadership tab.
• Attend district/department training sessions/workshops.
• Volunteer to be a trainer/course leader.
• Ask questions.
• Share past experiences.
• Prepare a personal history of your involvement in the organization; refer to *Welcome to the American Legion Auxiliary Senior Auxiliary Basics, A Course on our History and Legacy* at www.ALAforVeterans.org under the Leadership tab, to discover how national endeavors may have influenced your personal history.
• Attend a Mission Training session or other national event.

Unit
• Initiate new members. Offer every new member an orientation packet.
• Offer an ALA information refresher course for all members.
• Encourage members to take *Welcome to the American Legion Auxiliary Senior Auxiliary Basics, A Course on our History and Legacy* at www.ALAforVeterans.org under the Leadership tab.
• Recognize members who have completed the course either in a meeting or via public relations.
• Encourage members to participate in Mission Training or other national event.

Department
• Offer *Welcome to the American Legion Auxiliary Senior Auxiliary Basics, A Course on our History and Legacy* at www.ALAforVeterans.org under the Leadership tab.
• Offer *Welcome to the Junior ALA Course “The ALA: My Organization and What I Need to Know to Grow as a Member”* at www.ALAforVeterans.org under the Leadership tab.
• Use the training PowerPoint presentations provided on the Leadership page on the national website, www.ALAforVeterans.org.
• Challenge department leaders and units to use the tools and resources provided in the Programs Action Plan or on the website, www.ALAforVeterans.org.
• Plan workshops on leadership skill development for your department and individual units.
• Hold a workshop to train department chairmen and unit chairmen on how to write an effective Programs Action Plan (formerly Plan of Action) for their programs and how to complete more informative reports.
• Survey units to identify skills/interests in order to develop leadership.
3. Encourage the use of ALA reference documents and materials, such as the Unit Guide Book, Unit, Department, and National Constitution & Bylaws, Department Operations Guide, ALA Girls State Program Guide, and the national website listing of previous annual reports, to include the Centennial Strategic Plan initiatives.

Ideas:

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

**Unit**
- Set aside a time to discuss important ALA documents at unit meetings and develop a committee to address changes in procedures based upon a review of the referenced documents.
- Develop a plan to assist Junior members in learning about the referenced documents.
- Utilizing available materials, collectively develop a unit plan for projects on which your unit wishes to work.
- Hold a workshop to explain unit Constitution & Bylaws, Standing Rules, how the unit finances are structured, how the budget is planned, and how to write meeting minutes.
- Set aside a “show me where it’s printed” at meetings where members can ask why something is done the way it is or where in the governing documents it says we have to do it this way.
- Ask members to review the Unit Guide Book, Unit Constitution & Bylaws, Department Constitution & Bylaws and National Constitution & Bylaws noting things they don’t understand or find puzzling and address what comes from the discussion by documenting the results. Set aside time to answer any questions that arise from any discussions on ALA documents. Follow guidelines on www.ALAforVeterans.org. Submit, to the national organization, the name of any member who demonstrates an innovative leadership recruitment or development practice, for a National President “Shout out.” Follow guidelines on www.ALAforVeterans.org.

**Department**
- Hold a workshop on these documents, providing guidance on the basics of protocol, parliamentary rules, and how to conduct a meeting using correct protocol.
- Ask members to review the Unit Guide Book, Unit Constitution & Bylaws, Department Constitution & Bylaws and National Constitution & Bylaws noting things they don’t understand or find puzzling and address what comes from the discussion by documenting the results.
- Set aside a time to discuss reference documents at department meetings.
• Each year, develop a committee to address changes in procedures based on a review of the referenced materials.
• When sending communications to members, be sure to include changes adopted by the national organization such as Constitution & Bylaws changes, rules effecting a program, or deadline date changes that have been immediately affected.
• Develop a complete department Programs Action Plan (formerly Plan of Action) for units’ information.
• Help units and members participate in the ALA Innovative Leadership Video Contest Challenge. If chosen, your video will be playing on the ALA YouTube channel. Go to www.ALAforVeterans.org for specific information.

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

Ideas:

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

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

Department
• Assign positive, experienced chairmen to mentor new chairmen.
• Share articles on mentoring with members.
• Ask new/younger members to serve as leaders.
• Train members to be mentors.
• Choose and submit ALA Innovative Leadership Video Contest videos to eBulletin@ALAnforVeterans.org. Keep a copy for your department records. More information can be found on www.ALAforVeterans.org under the Leadership tab.
5. Nurture a culture of goodwill at all levels of the organization.

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

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

Department
• Welcome new members graciously by recognizing them at meetings.
• Lead by example; work with officers and chairmen in a team effort.
• Listen to members’ concerns before responding.
• Keep an open mind.
• Answer questions seeking assistance from other leaders to give a clear and defining answer.
• Give praise and recognition when members do what is asked or go beyond what was expected.

Leadership Reporting

Mid-Year Reports
Mid-year reports reflect the program work of units in the department. Each department Leadership chairman is required to submit a narrative report by January 5, 2017, to the division Leadership chairman at her address found on the front page of this program Plan, plus copy the national Leadership chairman.

Year-End Reports
Year-end reports reflect the program work of units in the department. Each department Leadership chairman is required to submit a narrative report by May 15, 2017, to the division Leadership chairman at her address found on the front page of this program Plan, plus copy the national Leadership chairman.
As part of your narrative report, please include answers to the following questions:
- What department trainings were held for units and/or the department and were they well attended by returning and new participants?
- What topics or presentations were included in your trainings?
- Of members attending these trainings, did you require feedback concerning what they learned, how this training will improve their ability to lead, and what trainings they would like to attend in the future?
- Did you hold training on nurturing a culture of goodwill?
- Did your department successfully implement the unit member/leader data survey? What were the unit responses?

**Leadership Awards**

Each award entry must include a cover sheet, found at the end of this program Plan. Please be sure to make arrangements for the return of materials in advance. **Narratives for awards are separate from narratives for mid-year and year-end reporting; both must be identified when submitted.**

**Unit Award:** Leadership Training Award  
**Award type:** Citation: one in each division (5)  
**Presented to:** One unit Leadership chairman who best demonstrates innovative methods to help members develop the leader within.

**Materials and guidelines:**
- Narrative not to exceed 1,000 words.
- Pictures and examples are encouraged.
- Types of training provided.
- Number of members attending leadership skills workshops/trainings.
- Attach an award cover sheet, including the name of the award, as well as the name and contact information for the department and unit Leadership chairman.

Send entries to the department Leadership chairman by the date your department sets. The department Leadership chairman must send all entries to her division Leadership chairman postmarked by June 1, 2017, or emailed by 5:00 p.m. EDT June 1, 2017. (See addresses located at the front of this program Plan for specific division contact information.)

**Department Award:** Most Outstanding Overall Leadership Program Award  
**Award type:** Plaque  
**Presented to:** One department Leadership chairman with the best overall program.

**Materials and guidelines:**
- Narrative not to exceed 1,000 words, describing how your department helped develop future leaders.
- Must have participation in *American Legion Auxiliary Senior Auxiliary Basics, A Course on our History and Legacy* by the unit president. Pictures and examples are encouraged.
- Must show increased participation in Mission Training.
- Attach an award cover sheet, including the name of the award, as well as the name and contact information for the department Leadership chairman.

The department Leadership chairman must send all entries to the national Leadership vice chairman postmarked by June 1, 2017, or emailed by 5:00 p.m. EDT June 1, 2017. (See addresses located at the front of this program Plan for specific division contact information.)
**Department Award**: Nurturing Goodwill Award

**Award type**: Citation to a department in each division (5)

**Presented to**: One department Leadership chairman in each division who best demonstrates what her department did to promote a culture of goodwill.

**Materials and guidelines**:
- Narrative not to exceed 1,000 words. Include recommendations from units and members. Pictures and examples are encouraged.
- Attach an award cover sheet, including the name of the award, as well as the name and contact information for the department Leadership chairman

The department Leadership chairman must send all entries to the national Leadership chairman postmarked by June 1, 2017, or emailed by 5:00 p.m. EDT June 1, 2017. (See addresses located at the front of this program Plan for specific division contact information.)

**How To Sheets**
- How to Utilize a Member Data Survey Form
- How to be a Good Leader
- How to Conduct a Meeting
- How to Lead a Small Unit
- How to Grow Leadership Capacity, Nurturing a Culture of Goodwill
- How to Live a Culture of Goodwill
- How to Complete Reports
- How to Make Videos for Submission to the ALA YouTube Channel
- How to Receive a Shout Out from the National President
- How to Take the Innovative Leadership Video Challenge

**Additional Resources You Can Use**
1. www.ALAforVeterans.org:
   a. *ALA Senior Basics Course: A Course on our History and Legacy*
   b. *Junior Leadership Course: “The ALA: My Organization and What I Need to Know to Grow as a Member”*
   c. PowerPoint: “Officer Duties and Responsibilities”
   d. How to sheets
   e. Unit Guide Book
   f. National Constitution & Bylaws
   g. New Member Packet, refer to Membership Programs Action Plan How To sheets
   h. Members Only section - filled with valuable information for all members:
      - Membership and new members suggestions and sample information; Member resources and Benefits; Department and Unit Resources for Support Tools
2. Robert’s Rules of Order
3. Basic Parliamentary Procedure
4. Your national committee members (see front page of this program Plan)
5. American Legion Flag & Emblem Sales: 1-888-4LEGION, emblem.legion.org
   P.O. Box 36460, Indianapolis, IN 46236-0460
HOW TO UTILIZE A MEMBER DATA SURVEY FORM

Committee:

Leadership

Submitted by:

National Leadership Committee

Contact Information for Questions:

Leadership@ALAforVeterans.org

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

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

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

Ideas:

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

Name ________________________________ Phone Number- Home ________________________________
Address ________________________________ Phone Number – Work ________________________________
City/State/Zip ________________________________ Phone Number – Cell ________________________________

Briefly tell us about yourself and your family:
______________________________________________________________________________________
______________________________________________________________________________________
______________________________________________________________________________________

What interests or hobbies do you have?
______________________________________________________________________________________
______________________________________________________________________________________

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

- Participating in Education Activities
- Working with Young People
- Scholarships
- Community Awareness/Activities
- Helping with Unit Activities
- Fundraising
- Assisting Auxiliary Members in Need (Auxiliary Emergency Fund)
- Working projects that benefit our military and veterans
- If you are physically unable, would you be able to assist in your home with projects
- Or helping with a phone tree, when the need arises
- Do you have experience in a leadership role? Please explain:

Thank you for continuing to honor our veterans, military and their families.
HOW TO BE A GOOD LEADER

Committee:
Leadership

Submitted by:
National Leadership Committee

Contact Information for Questions:
leadership@ALAforVeterans.org

To some the title “leader” implies a domineering, take-charge, charismatic individual. Leadership isn’t an adjective. You don’t need to be an extrovert or charismatic to be a leader. Most members define leadership as the ability to achieve a position, not the ability to get followers.

Leadership is a mindset in action; it stems from social influence, not authority or power. Leadership has nothing to do with titles. You can be a leader in your workplace, your neighborhood, your family, and/or our organization, all without having a title.

Step-by-Step Instructions:
Be Knowledgeable – It is not necessary to be an expert on everything, but basic knowledge is essential. Where are your resources?

• Familiarize yourself with documents that govern the operation of your Unit or Committee
  • National Constitution and Bylaws (www.ALAforVeterans.org )
  • Department Constitution and Bylaws (contact your Department Headquarters or Department Chairman).
  • Sample Constitution and Bylaws (www.ALAforVeterans.org )
  • Unit Guide Book (sold through American Legion Emblem Sales at http://emblem.legion.org )
  • Parliamentary Procedure (sold through American Legion Emblem Sales at http://emblem.legion.org )
  • Local bookstores
  • Internet, etc.

• Possess a level of familiarity with programs of the American Legion Auxiliary
  • Finding program helpful hints: ( www.ALAforVeterans.org ) The following Committee tabs will provide additional information: Americanism, Children & Youth, Community Service, Education, ALA Girls Nation, Junior, Legislative, National Security, Poppy, Veterans Affairs and Rehabilitation.

• Strengthen knowledge on Parliamentary Procedure
  • Parliamentary Procedure (“How to Run a Meeting”)
  • Unit Guide Book (How to be a Successful Unit Leader)
  • How to Sheets

• Know the process for the appropriation and control of money. Bad financial practices do not just hurt the organization; they can result in criminal investigations and prosecution.
  • ( www.ALAforVeterans.org )
**Finance: How to monitor finances**

**Be Passionate** - A good leader exhibits excitement; and through demonstrated, unswerving commitment to our vision, instills hope and inspiration to other members. A good leader “walks the talk” and in doing so earns the right to lead.

**Listen** - If you exhibit a proper attitude in listening, really listening, to your members the potential for identifying new opportunities will emerge. Instill in yourself, and others, that listening is an opportunity to grow. In the end, your success as a leader will be predicated upon your ability to listen and understand the viewpoint of others.

**Have a Positive Attitude** - Leaders should have an upbeat, optimistic attitude that serves as a source of inspiration for others. If leaders seem discouraged or apathetic, members are likely to also become uninspired and demotivated.
- Be a cheerleader. Motivate others by your enthusiasm.
- Follow up with your members to ensure they are achieving the goals, objectives and milestones established.

**Lead with Integrity** - A good leader must possess unquestionable character and lead with integrity. Integrity gives you so much as a leader; credibility, trust, confidence, influence and more.

**Lead by Example** - Who says leadership is a one-way relationship? As you work toward developing leadership qualities in yourself, don't forget to look to your fellow members for feedback and inspiration.
- Pay attention to the things that have been effective in the past and always be on the lookout for new ways to inspire, motivate and reward your members.
- Be willing to delegate responsibility – use the talents of others!
- Always instill a climate of goodwill.
- Be respectful. Remember those all-important "shout outs" to deserving members and certainly the two most important words, Thank you. Do you care about your members and strive to help build leadership capacity in them?

**Be Confident** - Be aware of the way and manner which you present yourself. Bearing is everything! Be confident and decisive in your decision making. Members will pick up on your approach to leadership and find reassurance, clear direction and security when a leader portrays confidence and positive demeanor.

**Act Professionally** - As a leader, you should be cordial to all of your members. You should also recognize the importance of dressing appropriately, showing up for meetings on time, and communicating in a professional manner. Your goals and expectations should be clear from the beginning. Members will be more motivated and less confused. Ask for input. Tell them that their perspective is crucial to your success.
HOW TO LEAD A SMALL UNIT

Committee:

Leadership

Submitted by:

National Leadership Committee

Contact Information for Questions:

Leadership@ALAfVeterans.org

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

Step-by-Step Instructions:

• Avoid the "burnout" syndrome. Ask members to buy into a “one” concept: mentor one member, write one article for the unit newsletter, volunteer to be a greeter at one meeting or make reminder meeting calls to members for one meeting. By not overwhelming members with large projects, they will have the opportunity to adjust to learning and helping build their unit. If an experience is enjoyable, members will be more likely to look forward to helping more.

• Develop a plan to continually develop new leadership within your unit. As members are selected to chair committees, mentor them. Offer help when needed. Be prepared to provide support when asked or assign another mentor for support. Provide training sessions. Consider that you may have seasoned unit members capable and available for help with the training. Also, other community leaders may be willing to provide leadership training.

• Communicate with members. Find those who may wish to help contact members via phone/email or personal contact for such activities as meetings and program participation. Utilize local media. Foster good relations with local newspapers, TV and radio. Issue news releases. Publish the meeting schedule at the beginning of the year in your unit newsletter, and write “TBA” (To Be Announced) for those programs still tentative. Invite a member familiar with social networking to set up and monitor an account for the unit.

• Work in groups of like-minded programs, rather than each program individually. Some units have said it is hard to work all programs when they have few active members. The grouping system is a way to simplify the programs so you need no more than five program chairmen instead of 15 or more program chairmen. Grouping allows for more combined and efficient efforts within a unit. For examples: Juniors, Education, Children & Youth, and ALA Girls State/Nation can be grouped into one “youth” program grouping.

• You are not expected to complete all action steps in the Programs Action Plan; just pick a few that fit your unit well. If unit members enjoy their work, it will create an inviting atmosphere, and others who care about veterans will want to join in.

• Consider implementing quality programs to help invigorate meetings. Survey the interests of the membership when considering topics - a great way to reinforce information about Auxiliary programs.

• Be positive! Unit leaders have an obligation to minimize criticism and maximize positive feedback. A small unit needs and deserves frequent kudos for each of its successes.
HOW TO GROW LEADERSHIP CAPACITY, NURTURING A CULTURE OF GOODWILL

Committee:
Leadership

Submitted by:
National Leadership Committee

Contact Information for Questions:
Leadership@ALAfVforVeterans.org

Cultivate leadership capacity by nurturing a culture of goodwill among all American Legion Auxiliary members and everyone with whom we interact.

Tips for Effective Leadership:

• **Do Not Interrupt** - Be open-minded, and give members a chance to explain their point of view without interruption.

• **Listen** - The act of listening takes work. Instead of focusing on what we want to say and our own needs, good listening requires that our attention go to others in the moment.

• **Respect Others** - Respect for the whole person entails listening to others’ opinions, their feelings, their time, and even their physical space. At the core of respecting others is the “golden rule” — do unto others, as you would have them do unto you.

• **Practice Kindness, Generosity and Gratitude** - Make this a habit in your everyday life. Studies show that members who regularly engage in these acts live longer, healthier and happier lives. It's never too late to start, regardless of your age. Growing older does not give you the right to be inconsiderate.

• **Nurture Social Relationships** - These have the capacity to generate happiness. Enrich your connections with other members by balancing Internet contact with phone calls and face-to-face visits, which are more personal forms of communication.

• **Be Present/Pay Attention** - Pay special attention to whomever you are conversing with — don't be distracted by others or things. Listen only to them! (Give example of cell phones in center of table — whoever picks up first picks up the dinner bill!)

• **Use Teachable Moments** – Do this with not only younger/newer members, but those who may have lost touch with what it means to be a civil member—teach them manners, respect and empathy when dealing with other members. A major study reported that social skills are a more accurate predictor of future success than test scores. Help them to develop interpersonal skills and relationships by engaging them in conversations without small screens and buttons.

• **Keep Your Cool** - Science tells us that nonassertive behavior is a health risk. On the other hand, being a bully is just as unhealthy as being a doormat. The key is to find that happy medium where you express your needs without intruding on others’ needs, and do it in a calm and kindly way.
• **Say Thank You** - Such a simple deed: the acknowledging of an act of service or kindness by just saying, “thank you.”

• **Think Positively** - You know what they say about viewing a glass as half-full vs. half-empty. Studies show that those who think positively live longer and happier lives.

• **Promote Decency** - Not only among members, but with everyone you encounter. You can have a direct impact on developing a transformation by setting an example — it can all start with you.

• **Discuss in private and praise in public.**
HOW TO COMPLETE REPORTS

Committee:

Leadership

Submitted by:
National Leadership Committee

Contact Information for Questions:
Leadership@ALAfVeterans.org

Develop future leaders at all levels of the organization.

Tips on how to complete the end-of-year report on the department level:

• Review the national Programs Action Plan (formerly Plan of Action) for your program to determine objectives to accomplish during the year.
• Imbed these objectives in the department Programs Action Plan, and determine means for units to report their achievements (tracking form for member, unit, district/county are available at www.ALAforVeterans.org).
• At report time, gather data from units, district/counties and department secretary/treasurer.
• Compile data, total numbers, and determine where the information fits the national Programs Action Plan objectives.
• Write the narrative, and forward it by deadline to the individual who is to receive the report.

Tips on how to complete the end-of-year report on the unit level:

• Review the national and department Programs Action Plans to determine objectives to accomplish during the year; set unit objectives.
• Review the means by which the department requests units to report data, and establish the tracking system that will ensure the needed information from the unit will be captured (tracking form for member and unit available at www.ALAforVeterans.org).
• Track hours given, money spent, numbers served (civilian, veteran, military, and family members of each) and number of volunteers (both Auxiliary members and nonmembers) at least monthly, and continually add to the report throughout the year.
• At report time, gather data; double-check information with members, officers and committee chairmen.
• Complete forms, write a narrative, and send report by the deadline to the individual who is to receive the report.
HOW TO LIVE A CULTURE OF GOODWILL

Committee:
Leadership

Submitted by:
National Leadership Committee

Contact Information for Questions:
Leadership@ALAforVeterans.org

Pay attention and listen.
  • Value what others have to say and aim to understand their point of view.

Be inclusive.
  • Put out a welcome mat for everyone.

Show respect.
  • Follow the Golden Rule- even when you disagree.
    Do not gossip.
  • Avoid talking trash about others.

Apologize.
  • Be willing to admit when you are wrong and be sincere about mending fences.
    Give constructive criticism.
  • Build up others instead of tearing them down, especially when you do not see
    eye-to-eye.
    Take responsibility.
  • Do not pass the buck or point fingers.
HOW TO CONDUCT A UNIT MEETING

Committee:
Leadership

Submitted by:
National Leadership Committee

Contact Information for Questions:
Leadership@ALAfV.org

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

The President as Presiding Officer

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

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

1. Call to Order
2. Advancement of Colors (optional); Salute to the colors if colors are not advanced
3. Prayer
4. Pledge of Allegiance to the Flag
5. National Anthem or other patriotic song
6. Preamble to the Constitution of the American Legion Auxiliary
7. Roll call of officers
8. Reading and approval of minutes of previous meeting
10. Initiation of candidates (quarterly, biannually, or annually, as is the unit custom)
11. Reports of: president, secretary, unit officers, executive committee, Membership committee, standing committees, special committees
12. Reading of communications, including those from national, department and district officers
13. Unfinished business
14. New business
15. Election and installation of officers
16. Announcements
17. Program - educational and entertaining (optional)
18. Adjournment of business meeting
19. Closing prayer
20. Retirement of Colors (optional). The American flag and the banner of the American Legion Auxiliary in miniature and in a small stand should not be used for the advancement or retirement of colors, as the stand of colors was not intended to be used for this purpose.

**Unit Meeting Terminology**

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

Reading of the Minutes: The president asks the secretary to read the minutes of the previous regular meeting. If special meetings have been held, these minutes should be acted upon after the regular ones. The presiding officer asks for any corrections or additions to the minutes, she then declares the minutes “approved as read” or “approved as corrected” if any corrections have been made. The minutes can also be distributed ahead of time and adopted without a full reading.
Statement of the Treasurer: After the reading of the report by the treasurer, the report is entered into the minutes and filed for audit. At the annual meeting the annual report is read, and the auditor’s report is read. The report of the auditor including the treasurer’s report is accepted.

Reading of Communications: The secretary reads all communications from the department and national headquarters, local organization notices and matters of general interest. Any action, which may arise from the reading, is deferred until unfinished business or new business is considered.

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

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

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

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

Closing Prayer: The president asks the chaplain to offer the closing prayer.

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

Adjournment: The president states, “If there is no further business to come before this meeting, the meeting is adjourned.”

Retirement of the Colors: The color bearers will retire the Colors (Optional). If colors are not retired the president should say, “Colors in place, hand salute.”
HOW TO MAKE VIDEOS FOR SUBMISSION TO THE ALA YOUTUBE CHANNEL

Committee:
Leadership

Submitted by:
National Leadership Committee

Contact Information for Questions:
Leadership@ALAforVeterans.org

Ever want to learn how to make videos? Here is how you can get started using the smartphone in your pocket.

How to make videos: recording options

• **Capture video with a camcorder.** If you want the highest quality video footage, nothing beats a camcorder or a good digital camera’s video recorder. Aside from high-definition (HD) quality images, you have more flexibility for making your footage look professional. You can use a tripod, for example, to minimize shakiness when tracking objects over a wide area.

• **Capture video with a smartphone.** Most newer smartphone models can be used to shoot video in HD. It’s the perfect device for capturing spontaneous moments, or when a camcorder is simply too inconvenient. One thing to remember when shooting video with a smartphone: turn your phone to landscape orientation. It’s natural to hold your smartphone in the vertical position, but that’s deadly for videos.

Tips to making a good video for the web

Regardless of which device you plan to use to capture video there are a few things you should keep in mind when shooting video:

• **Frame your shots:** If you’re serious about creating compelling content, then think about how you’re going to craft your footage. Try to frame your video shots just as you would a photograph. To create some interest when you make a video, consider keeping the main subject out of the center of the frame by using the rule of thirds.

• **Break up the footage:** Add some variety to your video by changing the point of view. Even if your video is an interview of someone, try shooting the answer to one question in one position and then shoot the person answering the next question from a different angle. This will help keep the viewer interested in the video.

Leadership
• **Keep it simple:** You don’t have to create fancy footage to make a compelling video. A good story can do a lot of the work for you. While it may be fun to play with the zoom feature on a video camera, the results are often less than stellar and can be tiresome for viewers to watch.

**Made a video? Transfer it and do more**

After you shoot your video, in many cases the next step is to transfer it to your computer. Whether you use a camcorder, digital camera, or smartphone to capture video footage, you can connect your device to your computer with a USB cable and use the device’s included software to transfer the files. Some camcorders and digital cameras even include Wi-Fi connections, so you can wirelessly send video files to your computer.

Once you get the video on your computer you might want to do some light video editing. If you do plan to edit your footage, you can use the free video editing software that comes on your computer (Windows Movie Maker for PCs, or iMovie for Mac). With either program, you can trim and reassemble footage, add transitions and other effects, and even include a soundtrack. Many smartphones also include basic video editing tools within the video recorder function.

You shouldn’t worry what format your video is in because we will be able to upload videos to the ALA YouTube channel in several different formats:

- .MOV
- .MPEG4
- .AVI
- .WMV
- .MPEGPS
- .FLV
- 3GPP
- WebM

Once you have the video saved on your computer, save it to a USB flash drive or burn it to a DVD so that you can submit it to the American Legion Auxiliary National Headquarters.
HOW TO RECEIVE A SHOUT OUT FROM THE NATIONAL PRESIDENT

Committee:
Leadership

Submitted by:
National Leadership Committee

Contact Information for Questions:
Leadership@ALAforVeterans.org

Innovative leadership recruitment

Request the national president give a personal Facebook shout out to anyone who demonstrates an innovative leadership recruitment or development practice.

Guideline for submitting request:

1. Nominations for the special shout out will include the following:
   a. Name of the member being nominated
   b. Email address of the member being nominated
   c. Name of the member’s Facebook account (if applicable)
   d. Name of the member’s department
   e. Short description (no more than two paragraphs) of the innovative leadership recruitment or development practice

2. Nominations are to be emailed to the ALA National Headquarters executive assistant/national secretary at natlsecy@ALAforVeterans.org.

3. Put the words “Leadership Rock Star” in the subject line of the email

Process for posting the shout outs:

Once received, the shout out will be posted within two weeks to the national president’s Facebook page using the hashtag #ALARockStars.
HOW TO TAKE THE INNOVATIVE LEADERSHIP VIDEO CHALLENGE

Committee:
Leadership

Submitted by:
National Leadership Committee

Contact Information for Questions:
Leadership@ALAforVeterans.org

Has your Department implemented innovative ways of identifying and selecting new leaders? If so we want to hear about it! Take the ALA Innovative Leadership Video Contest challenge by submitting a 3-5 minute video of your members explaining the groundbreaking ways you are identifying and selecting new leaders for your department. If your video is chosen it will be posted on the American Legion Auxiliary YouTube channel for all to see.

To participate record your video on a USB 3.0 hard drive or flash drive and have your department secretary mail the video to:

American Legion Auxiliary National Headquarters
8945 N. Meridian St. Suite 200
Indianapolis, IN 46260
Attention: Executive Assistant to the National Secretary

Departments should keep at least one copy of their video. The ALA is not responsible for any video that is lost or damaged. Videos will not be returned. Videos will be considered on a monthly basis and loaded on the ALA YouTube channel.

‘How to Make a Video’ is located in this Leadership program Plan as a how to sheet.

We can’t wait to see your videos!
HOW TO MENTOR JUNIOR MEMBERS

Committee:
Leadership

Submitted by:
National Leadership Committee

Contact Information for Questions:
Leadership@ALAforVeterans.org

Guidelines for Junior leadership development and mentoring

• Department Junior Activities chairman should work hand-in-hand with the department Leadership chairman in mentoring Junior members.

• Establish a little sister/big sister program for units where senior members mentor the Junior members on ALA programs and/or special projects.

• Junior Activities chairman coordinates Junior Leadership Training with department leadership workshops within the department:
  a) Roles and expectations of Junior officers
  b) Auxiliary programs
  c) Service projects
  d) Incorporate the National Online Junior Leadership Course
  e) Educate junior members/officers where resources may be found on the national website

• Be sure to have on hand a copy of the national Constitution & Bylaws, your department Constitution & Bylaws, Unit Guide Book, Robert's Rules of Order, and specific documents related to your department when conducting leadership workshops.

• Establish guidelines that are age appropriate and draw the attention of Junior members.

• Create a means to collect data on Junior members who have completed leadership training or utilize existing reporting methods already available.
  a) Trained junior members receive Department Certificates of Training

• Encourage Junior members to participate in the ALA Innovative Leadership Video Challenge by submitting a video on how they have identified and selected new leadership within their unit. See “How to take the innovative leadership video challenge” how to guide within this Plan for more information and submission requirements.

• Encourage Junior members to participate and nominate each other for a National President's shout out. See “How to receive a shout out from the national president” how to guide within this Plan for more information and submission requirements.

Leadership
• Encourage Junior members to participate and nominate each other for a National President’s shout out. See “How to receive a shout out from the national president” how to guide within this Plan for more information and submission requirements.

• Reward Junior members who become leaders in their unit by offering a special incentive depending on what your department budget will allow. For example: discount on registration to a national Junior meeting, gift certificates, iPad, Notebook, etc.

• Acknowledge Junior members for their leadership in your department bulletins or convention program.
American Legion Auxiliary
2016-2017 National Award Cover Sheet

This cover sheet should be attached to each narrative submitted for a national award. Please fill out the information as completely and accurately as possible.

Award certificates will be completed using the information given on this sheet, so please write carefully. All awards will be mailed to the department office after national convention. Department presidents may wish to recognize award recipients by presenting them at a department function.

National committee sponsoring award: ____________________________________________

Type of Award:  ☐ Department  ☐ Unit  ☐ Member

Name of the award you are applying for: ____________________________________________

Complete the following if you are applying for a department award:

Name of department: ____________________________________________________________

Name of department chairman: __________________________________________________

Chairman’s phone number: (____)______________ ALA member ID#: __________________

Chairman’s email address: ______________________________________________________

Please complete the following if you are applying for a unit award. Be sure to give the complete name of your unit. The award certificate will be prepared using the information you include below.

Unit #: ________ Full official unit name: ____________________________________________

Name of department: ____________________________________________________________

Unit president/chairman (circle one) name: __________________________________________

Phone number: (____)______________ ALA member ID#: _____________________________

Email address: _________________________________________________________________

Please complete the following if you are applying for a member award. Be sure to give the complete name of the member. The award certificate will be prepared using the information you include below.

Unit #: ________ Full official unit name: ____________________________________________

Name of department: ____________________________________________________________

Member Name: ___________________________ ALA member ID#: ______________________

Nominating Member (if different from above): ________________________________________

Nominator’s Phone number: (____)________________________________________________

Nominator’s Email address: _____________________________________________________

Please see your committee Programs Action Plan to determine where to send this form.