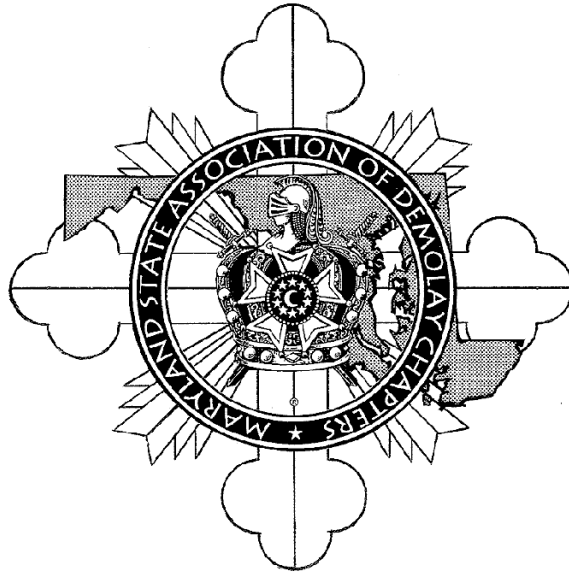


# ***Maryland DeMolay***



## ***Master Councilor's Handbook***

This publication acknowledges the authority of and yields allegiance to the International Supreme Council

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# ***Leadership***

## **Effective Leadership as Master Councilor**

### I. Traits of a Master Councilor

- A. Sets the example and pace for others to follow.
  - Your members and all whom your chapter comes in contact are looking at what you do and how you are acting. You need to set a good example for all to follow.
- B. Enthusiastic and dedicated to the Order and to this Chapter.
  - There is no way you can really expect your members to really get excited about what they are doing if the person leading them is not enthusiastic, even if the project isn't the most exciting thing in the world. Get Enthusiastic! It's contagious.
- C. Fairness
  - Don't play favorites when making decisions in the chapter.
- D. Democratic
  - Let everyone have a say in what is going on in your chapter.
- E. Involves **all** members in his plans and programs.
  - The only way to retain members is to get them involved to a point where they are enjoying themselves and being helpful. So, no matter how small the task, at least try to get everyone involved.
- F. Strive for excellence.
  - Know your members and settle for nothing but their best.
- G. Keep everyone informed of what is happening and what is coming up soon. - It is vital that everyone knows what is going on so that they can be involved.
- H. Insure that the tasks you assign to others are understood, supervised, accomplished and evaluated.
  - It is your responsibility to make sure that all tasks that are assigned to committees are carried through successfully, therefore you must be sure they understand what they need to do and you must supervise them and help when needed.

## II. Duties and Responsibilities

### A. Plan a Program of Activities

#### 1. Membership Recruitment

- You must develop a program to continue the growth of your chapter.

#### 2. Conferring of Degrees

- Both Degrees **must** be conferred, from memory, at least once during your term.

#### 3. Social Activities

- You need to do things that will keep members interested and let them have fun.

#### 4. Fund-Raising Activity

- To make sure your chapter continues to have plenty of money in the Treasurer's fund, at least one fund-raising activity needs to be planned.

#### 5. Visitations

- Your chapter should visit nearby chapters at least once each during your term, and you should try to visit one or two chapters a little further away.

#### 6. Obligatory Days

- You are required to observe each Obligatory Day that falls in your term. (These can be found in the Leader's Resource Guide.)

### B. Select Appointed Officers

- These are decisions that you need make with your Senior Councilor and Junior Councilor. You need to have your advisors review and approve the list of officers before you announce them to the chapter members.

### C. Appoint Committees

#### 1. Membership

- Needs to consist of the members that you feel are most enthusiastic about membership. This is a committee that you will most definitely need to work closely with in planning your membership program, and will be responsible in the implementation and promotion of the program.

2. Entertainment
  3. Auditing
  4. Sick
  5. Finance
  6. Other pertinent committees for your chapter
- Examples are Orientation, Phone, Athletics, Masonic Relations, etc.
- D. See that the Statutes of DeMolay International and the by-laws of your chapter are observed by the chapter during.
- E. Be sure that accurate records are kept and just accounts rendered.
- F. Be familiar with ISC Statutes, Chapter by-laws and state programs, and see that all reports and remittances to the Supreme Council and the State Association are submitted on time.
- G. Preside at meetings of the Chapter; Understand parliamentary procedure; Follow pre-set agenda for business during chapter meetings; Know the Opening & Closing of the Chapter.
- H. Attend all Chapter activities.
- I. Know your ritual and urge your officers to do the same.
- J. Hold at least one social, civic and fund-raising event in your term.

# Qualities of Good Leadership

**Ambition-** The desire to get ahead, improve yourself and seek more responsibilities

**Judgment-** An equalizer on your emotions; the ability to analyze a problem calmly and objectively and consider alternate courses of action.

**Stamina-** Staying power... the will to go ahead despite discouragement. Wanting to keep going when it would be easier to quit.

**Organizational Ability-** Organization is a matter of discipline or attention to details. It requires administrative ability to choose the right person for the job.

**Ability To Plan-** You must have a sense of direction for yourself and a thorough knowledge of your job, your program and your goals.

**Initiative-** The energy and aptitude to get action on a given project underway.

**Adaptability-** Being able to adjust yourself and your plans to the conditions under which you must operate at any given moment.

**Trust-** The confidence you show in those who work under you which, in turn, is reflected back to you in their faith in your decisions, instructions and leadership.

**Communication Skills-** The hallmark of leadership! To be an effective leader, you must have the ability to communicate, both orally and in writing, while, at the same time, making use of all other leadership qualities.

# BASIC STEPS IN LEADERSHIP

**Planning-** This is primarily a problem solving process considering the alternatives, establishing relating facts in advance, in order to achieve certain results or goals.

In planning, you attempt to answer questions like:  
Who? What? Where? When? Why? How and how much?

**Organizing-** Considering the task to be accomplished, the people with which to get it done, and the place at which it will be done.

**Motivating-** Awakening in, others the desire to perform in accordance with the plan. Leadership motivates; communication is the key to good motivation.

**Controlling-** This is the following of the plan. The coordination, timing and supervision that provide the economy and efficiency that makes for a well organized activity. The leader provides the controls.

# The Art of Delegation

**Delegation:** The act of giving another the authority and power to act

## Elements of Delegation

- A. The work must be planned - for to delegate, you must know what needs to be done in order to ask someone else to assist in getting it done.
- B. The leader must select the best person to delegate to, someone who has the skills, motivation and time.
- C. The leader must provide the necessary information and resources to the person to whom he is delegating.
- D. The leader must be available to help and to provide additional resources as needed.
- E. The leader must stay out of the way and let the other do the job.
- F. The leader must hold the other person accountable to see that the work is done.
- G. Rewards must be given to those who do the work. Some ways to do so are praise, public recognition, credit and thanks.



# ***Term and Project Planning***

## **Term Planning**

A. Distribute Member Survey Sheets (See Page 12.)

B. Appoint Committees

1. Executive Committee
  - Three Councilors and Chapter Dad
  - Meet at least once a month to discuss chapter problems and activities, more often if the situation calls for it
2. Civic Service Committee - Generate and investigate ideas for chapter participation in community activities
3. Athletic Committee - Organize sport teams, practices and competitive games with other chapters
4. Entertainment Committee
  - Plan projects that provide entertainment for chapter members
  - Plan social events
5. Fund-Raising Committee
  - Recommend projects which will increase the chapter's financial status
  - Organize Fund-Raising projects voted on by the chapter
6. Membership Committee
  - Plan programs and projects which will attract new members
  - Organize programs and projects created by the Master Councilor
7. Publicity Committee
  - Insure chapter coverage by media on DeMolay activities
  - Promote all upcoming chapter events
  - Send press releases and pictures to local media
8. Orientation Committee
  - Headed by the Junior Councilor
  - Welcomes the new members, teaches their obligations and makes them a part of the chapter

### C. Decide on Activities for the Term

1. Use the questionnaire to decide upon at least one activity for each area of chapter participation for the term.
2. Talk to your Committee Chairmen and have them begin to gather information for the activity related to them.
3. The Chairman should report back to you **within two weeks**. The Chairman should submit a report for the activity to you. (See Committee Guidelines Page 11.)

### D. Executive Committee Organizes Term Calendar

1. Organize reports from each committee.
2. Use a master calendar to schedule each of the committee's activities on their preferred date.
3. Schedule all visits to other chapters, lodges, activities for Obligatory Days and state events.

### E. Print and Reproduce Term Calendar

1. Distribute to chapter members, advisors and Parents' Club members.
2. Apply for PMC-MSA. (See PMC-MSA Page 14.)

It is also a good idea to purchase a calendar that can stay at the lodge so that anyone can see what activities are coming up.

Throughout the term you need to remind the chapter members of upcoming activities. Do not stop the planning here. Your chapter committees should continue to plan new activities throughout the term to keep the chapter active and its members interested. This term planning is just a way to create a strong basic term. Don't stop planning new activities just because you have met your requirements. Always remember to constantly invite your friends to chapter activities. The best way to get people interested in DeMolay is to actually let them experience DeMolay.

# Committee Guidelines

Committees should:

1. Analyze the Event
  - A. Survey all costs
  - B. Detail ideas and plans
  - C. Gather all needed information from appropriate sources
  - D. Locate possible problem areas and a plan to overcome the problems should they arise
  - E. Plan alternate course of action
2. Make Reports to the Executive Committee and Chapter
  - A. Be concise and have it typed.
    - Explain the Where, When, Who, Why and How Much of the event.
  - B. Be prepared to answer questions
  - C. Be ready with alternatives
    - Time, Date, Location and Cost
  - D. Be flexible
3. Execute the Plan
  - A. Remind the chapter frequently up until the day of the activity
  - B. Obtain adequate personnel to effectively handle the event
  - C. Assign details to responsible people
  - D. Inform chapter members of those responsibilities connected to the event
  - E. Hold deviations from plan to a minimum
4. Supervise the Event While in Progress
5. Follow up on Details
  - A. See that bills are paid
  - B. See that agreements are kept
6. Make a Final Report to the Chapter
  - A. Tell what happened at the event
  - B. Include financial information
  - C. Give credit and thanks for work done

It is a good idea to make copies of these guidelines and distribute them to each of the committee chairmen so that they may have a good idea of how they need to do things. Also, to ensure that the reports are concise and the term continues to run smoothly.

The Master Councilor should also work with each committee in some part of the planning of their activity. The Master Councilor should also regularly call the committee chairmen to stay updated and to keep the committees on track.

## Member's Interest Survey Sheet

To help the Councilors plan the Chapter's calendar for the coming term, please fill out the form below by indicating the activities which interest you the most....

### 1. Athletics

Softball  
 Golf Tournament  
 Basketball Tournament  
 Ultimate Frisbee  
 Dance  
 Camp Out  
 Paintball  
 Six Flags

\_\_\_\_\_  
(Other - Be Specific)

### 2. Civic Service

Adopt a Road or River  
 Volunteer at Local Food Bank  
 Hold a Blood Drive  
 Visit a Nursing Home Regularly  
 Car Wash  
 Spaghetti Dinner  
 Bar-B-Que Lunch  
 Donut Sale

\_\_\_\_\_  
(Other - Be Specific)

### 5. Social

Family Picnic  
 Day at Park  
 Spend the Night Party

\_\_\_\_\_  
(Other - Be Specific)

### 6. Miscellaneous

Perform Degrees for Lodges  
 Chapter Newsletter  
 Chapter Web Page

\_\_\_\_\_  
(Other - Be Specific)

Your suggestions, interests or hobbies:

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Name:

# *Appointing Officers*

## **Choosing Officers**

This is probably one of the most difficult jobs for the new Master Councilor to perform. Petty jealousies and friendships can sometimes get involved, so it is really hard to choose officers. This is why it is a good idea that the Master Councilor meet with the other two councilors to appoint the officers.

One of the first things to be considered in choosing your officers is seniority. A DeMolay who has been in line for, say, three terms will get mad or feel rejected if he is offered a lower office. Though, if this officer has not been performing his duties, then you might consider placing another person in the higher office.

In choosing your officers, you must also consider the enthusiasm of the officer. It is just plain smart to have a willing, hard working and dedicated DeMolay in the place of one who doesn't contribute to chapter affairs and projects. People need to be rewarded for their hard work in the chapter in order for them to continue their hard work.

Without a doubt, you **must** consult with your Chapter Dad before making officer appointments. It may be a good idea to have him with you when you are going over the possibilities and making the final determinations on these appointments.

# PAST MASTER COUNCILOR'S MERITORIOUS SERVICE AWARD

AUGUST 1997

## BACKGROUND AND PURPOSE

Nearly every member of the Order of DeMolay has the ambition of serving his Chapter as Master Councilor. When this goal is in sight as you move up through the Councilor's chairs, you should set another - that of earning the "Past Master Councilor's Meritorious Service Award."

While the newly elected Master Councilor is the only one that is qualified to apply and achieve the award, he can not do it alone. The requirements can only be met through the combined efforts of the entire Chapter. The Master Councilor must provide the leadership and incentive to inspire and motivate the members of his chapter towards a well-rounded program and over-all efficiency in Chapter activities.

The PMC-MSA was originated by the Founder of DeMolay, Dad Frank S. Land. He recognized the tremendous advantage gained by the Master Councilor in have a pre-planned program for his term of office. When such a program has been planned and distributed to the Chapter membership in printed form, the Master Councilor has gone a long way in achieving goals he has set.

Our goal here in Maryland is to have every incoming Master Councilor apply for the PMC-MSA. This would insure that each and every Chapter has a planned program of activities, and the Chapter members are aware of the programs of the Chapter. With this goal in mind, the following information is provided so that every Master Councilor is fully aware of the requirements and procedures to apply for and qualify for the PMC-MSA. Read carefully as the requirements are very strict **and will be fully enforced** in order to maintain the high standards of this award.

## **HOW TO APPLY**

You should understand that since this award recognizes proper advance planning. Your initial entry into the program must reflect your planing and program development

**INITIAL LETTER OR FORM:** The copy of The Maryland Intent Form which is attached, cover two areas of concern. First, it serves as your approval as Master Councilor-Elect by your Advisory Council. Secondly, it also serves as the First (or Initial) Letter for the PMC-MSA program. Once you have completed the form and attached a copy of your term plan you have done the most important step in applying for this award. Be sure all required signatures are obtained prior to submitting the form as it will be returned to you if it has not been properly completed.

**SECOND (or FINAL) LETTER:** At the competition of your term as Master Councilor, you will need to submit a letter, outlining your term and covering in detail how you met each requirement. We have not included a sample letter for this part of the requirement as it is felt that it is better for you to submit your thoughts in your own style. The vital thing is that you cover each and every requirement in sufficient detail so the Awards Director will know whether you satisfied that particular requirement. As was noted in the First Letter, please be certain to have all required signatures as your final Letter will not be accepted unless it has been properly approved.

## **REQUIREMENTS**

### **INITIAL ENTRY INTO THE PMC-MSA PROGRAM**

Prior to your Installation as Master Councilor, you will want to carefully review to be certain you have planned to meet each of the requirements to re-cap those requirements, they are:

- A. Prior to his Installation the Master Councilor must memorize his portion in the Ritual of Secret Work.
- B. He must present before his Installation in printed form (and distributed to the membership of the Chapter) a plan of programs and events for his term of office.
- C. Submit the Maryland Intent Form which must be signed by all three (3) Advisors.  
Mail this letter to the Maryland DeMolay PO Box at:

Maryland DeMolay  
PO Box 724  
Reisterstown, Md. 21136

TO BE COMPLETED PRIOR TO SUBMISSION OF SECOND LETTER

- A. He must see that both Degrees of this Order are exemplified by memory during his term and that all ritual of Secret Work is given from memory.
- B. He must see that his Chapter initiates at least three (3) new members during his term of office. (As order by the Executive Officer in Maryland only)
- C. He must hold at least one social, civic, Masonic service, athletic and fund- raising activity in the Chapter.
- D. A planned observance of each Obligatory Day that falls during his term of office.
- D. The Master Councilor must establish a program which increases or maintains a high level of attendance at Chapter meetings.
- E. See that all Forms 10's reporting new initiates reach The Maryland State Association of DeMolay Chapters and I.S.C. within the ten (10) day requirement. Also see that the Chapter's Financial Report reaches MD DeMolay before the deadline date, if that date falls within his term.

SUBMITTING FINAL LETTER

For the Final (or Second) Letter, you need to cover the following:

- A. Submit a complete explanation of the items above (A-F).
- B. Make an analysis of your printed term plan, explaining results of each activity.
- C. Provide an explanation of any program changes that were made.

Your Final (or Second) Letter **must** be signed by your Chapter Advisor and the Chairman of the Advisory Council, who by signing are recommending that you be granted the PMC-MSA.

**Be prompt--** your final letter must be approved and sent to the Executive Officer within ten days after the Installation of the new Offices.



**APPROVAL OF THE MASTER COUNCILOR-ELECT  
AND PMC-MSA LETTER OF INTENT**

Date: \_\_\_\_\_

This letter and form is to inform you of my intent to qualify for the Past Master Councilor's Meritorious Service Award.

Upon my honor as a DeMolay, I affirm that I have memorized ALL of my portion of the ritual prior to my Installation, and that all information contained herein, has been reviewed and **approved** by my Ritual Advisor as indicated by the signature below.

Enclosed you will find a copy of the Program for my term of office as approved by my Advisory Council. I certify that the enclosed Program was distributed to ALL members of my Chapter prior to my Installation.

I further state that I have read and understand All of the requirements for the PMC-MSA, and have included with this letter all of the information required for my participation in this award program.

The date my term began and will end (use the approximate date of the end of your term if exact date is not known) as well as my full name, mailing address, zip code and telephone number is **printed** below.

Fraternally,

\_\_\_\_\_  
Master Councilor-Elect

\_\_\_\_\_ Chapter

Name: \_\_\_\_\_ Phone: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Term began: \_\_\_\_\_ Term ends: \_\_\_\_\_

**APPROVED BY:**

Chapter Advisor \_\_\_\_\_ Date: \_\_\_\_\_

Chairman \_\_\_\_\_ Date: \_\_\_\_\_

Ritual Advisor \_\_\_\_\_ Date: \_\_\_\_\_

## Beginning of Suggested Final Letter for PMC-MSA

Current Date

Dad \_\_\_\_\_  
P.O. Box 724  
Reisterstown, MD. 21136

Dear Dad \_\_\_\_\_:

I have completed my term as Master Councilor of \_\_\_\_\_ Chapter.  
\_\_\_\_ new DeMolays were initiated during my term of office. Listed below are the dates and activities the Chapter held to comply with the PMC-MSA requirements. (Be very specific as to what happened, approximately how many DeMolays attended, how many Advisors, how many others, the times of the activity, the success of the activity.)

I believe that I qualify for the Past Master Councilor's Meritorious Service Award and await your decision.

Sincerely and fraternally,  
your signature here

Name: \_\_\_\_\_ Phone: \_\_\_\_\_  
Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
Term began: \_\_\_\_\_ Term ends: \_\_\_\_\_

**APPROVED BY:**

Chapter Advisor \_\_\_\_\_ Date: \_\_\_\_\_  
Chairman \_\_\_\_\_ Date: \_\_\_\_\_

# ***Communication***

## **Importance of Communication**

As the Master Councilor of a chapter, one of your more important tasks is to maintain good communication within your chapter. There needs to be good communication between you, your Advisors, Parents' Club members and especially the DeMolays of the chapter.

Your Advisors are there ready to help you and the other members in any way possible. But, they have to be aware of everything that is going on so they can help you. As the leader you are responsible for the chapter. You must maintain a working relationship with the Advisory Council. These men can be very helpful in gaining information and helping plan and carry out chapter projects and programs.

Before your installation, you should meet with the Advisory Council and discuss your upcoming term. Be sure to show the term calendar to each advisor and ask them for any suggestions they might have.

During the term it is most important to keep members and Advisors informed of any changes in your calendar. Be sure to have an active, hard working telephone committee to keep all members informed of future meetings and events. You might ask one member to be the person to call each of the Advisors.

# ***Public Relations***

## **Introduction to Good Public Relations**

We must create a positive image for DeMolay in the mind of the general public because of its potential impact upon the potential members, parents and Masons. You must approach the general public just as you would Masons, parents and potential members. If your chapter holds a civic service project, carefully plan and develop a publicity campaign that will give you favorable public exposure prior to, during and following the project. If you associate the name "DeMolay" with vital, important, interesting and enjoyable activities, you will have done a good job in providing an effective public relations program.

### **Tools and Ideas for Public Relations:**

**Billboards-** Billboards are a great way to advertise the name of the organization. Find an

available billboard and call the number (which is usually found on the billboard itself) and inquire about getting a public service ad for DeMolay placed on the billboard. Then, create your own design. Remember, advertise the organization and also leave a contact number, i.e., a local phone number, the Georgia DeMolay web address, your chapter's web address, and the DeMolay International web address.

**Community Service Projects-** At all civic service activities, members should wear their DeMolay clothing. This will give public recognition to our organization for helping the community and help give a good public image with regard to the name of our Order.

**Adopt a Charity-** Charities are great public relations vehicles. Since they generally have an established PR program themselves, all that is necessary is to utilize their existing program. Choose a charity to volunteer for and donate money to them. It is important to realize that you should also send a press release with this and every type of PR activity.

Some examples of charitable activities are: Special Olympics, March of Dimes, Multiple Sclerosis, Jerry Lewis Foundation for Muscular Dystrophy, National Cancer Institute, AIDS benefits, and Shriners Hospitals

These Organizations are more than happy to accept donations of money, however, often a more useful donation is your chapter's

time. This shows the community that your chapter is civic minded, and works to benefit those who are less fortunate.

Remember that there are many other forms of public relations that may be beneficial to the success of your chapter. With a successful public relations program your chapter can attract many new members and give your chapter and the Order of DeMolay a good reputation.

