

ELKS  CANADA

EST. 1912

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***EXALTED RULER/  
PRESIDENT/HONoured  
ROYAL LADY MANUAL***

May 2016

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# ***OFFICERS***

A Lodge can use either ritual or non-ritual titles for their Officers as listed below:

## ***Ritual Titles:***

- Exalted Ruler/Honoured Royal Lady
- Immediate Past Exalted Ruler/Immediate Past Honoured Royal Lady
- Leading Knight/Associate Lady
- Loyal Knight/Lady
- Lecturing Knight/Lady
- Membership Director
- Secretary (or when deemed advisable, Secretary- Treasurer and a Recording Secretary)
- Treasurer
- Esquire/Conductress
- Chaplain

## ***Non-Ritual Titles:***

- President
- Immediate Past President
- 1<sup>st</sup> Vice President
- 2<sup>nd</sup> Vice President
- 3<sup>rd</sup> Vice President
- Membership Director
- Secretary (or when deemed advisable, Secretary-Treasurer and a Recording Secretary)
- Treasurer
- Sergeant-at-Arms
- Chaplain

(For the rest of this manual we will use the non-ritual titles “President”, etc. but “Exalted Ruler” and “Honoured Royal Lady” can be used interchangeably)

## ***Points of Interest:***

1. A Lodge may by by-law provide for additional Officers and duties as the Lodge feels necessary.
2. In the absence of the President the 1<sup>st</sup> Vice President is next in rank.
3. All the officers, except the Immediate Past President, are elected annually.
4. A Publicity Director should also be appointed. They are also part of the Lodge Membership Committee.

### ***Term of Office:***

1. Officers normally hold office for one Lodge year.
2. No member can be elected to more than one of the chair positions, (Immediate Past President, President, 1<sup>st</sup>, 2<sup>nd</sup> or 3<sup>rd</sup> Vice President) in any Lodge year. For example, one member cannot be the President and 3<sup>rd</sup> Vice President at the same time.
3. A President can serve two consecutive terms only. For a third term permission must be given by the Grand Executive.
4. A Past President who has served two terms, and who has been out of the Office for a period of four (4) or more years since their last term is eligible for election again.
5. In the event of death, resignation, suspension or permanent disability of the President, the Vice Presidents in order of seniority temporarily assume the position. An election to elect a new President should take place as soon as possible.

### ***Vacancies of Office:***

1. An elected or appointed office automatically becomes vacant if the holder of the office is absent from his/her duty for three (3) consecutive regular meetings without just cause. The Executive Committee recommends to the Lodge that the office be declared vacant, and upon approval of a majority vote of the lodge membership, a vacancy is declared. The Lodge then elects a member to fill the vacancy.
2. If an elected office becomes vacant the President orders an election to take place at a regular meeting within sixty (60) days of the vacancy. Appropriate notice must be given to all members.
3. Any vacancy caused by the election of another officer to fill the first vacancy may be filled at the same meeting. All vacancies are to be filled in the same manner as at an annual election.

# ***LEADERSHIP***

"As your Lodge President for this year, I will be . . . I am . . . I know . . . ."

Does this sound familiar? Have you heard this type of acceptance speech from a President in your Lodge? To often people think that as the President they are elected to express their personal opinions and goals.

As the new President of your Lodge you are not there to accomplish your own personal goals. You are part of a team. Every member must be part of the team but must feel free to express his/her thoughts and opinions.

- A quality leader recommends direction but does not force this direction on the members.
- A quality leader uses their abilities to make the direction of the Lodge a reality.
- A quality leader maintains control in a fair and diplomatic manner allowing each member to voice his or her opinions.

## ***Qualities of a good leader:***

- Being a good listener.
- Challenge the process.
- Approachable.
- Inspires a shared vision
- Understanding
- Enables others to act
- Trusting
- Provides a role model
- Sincere
- Open
- Friendly
- Suggests rather than demands
- Criticizes constructively (and privately where necessary)
- Consistent in his/her actions
- Offers public praise
- Gives credit when it is due
- Delegates responsibility to others

## ***Challenging the process:***

Leaders are pioneers—people who seek out new opportunities and are willing to change the status quo. They innovate, experiment and explore ways to improve the organization. They treat mistakes as learning experiences. Leaders also stay prepared to meet whatever challenges may confront them. Challenging the process involves searching for opportunities, experimenting and taking risks.

### ***Inspiring a shared vision:***

Leaders look toward and beyond the horizon. They envision the future with a positive and hopeful outlook. Leaders are expressive and attract followers through their genuineness and skillful communications. They show others how mutual interests can be met through commitment to a common purpose. Inspiring a shared vision involves envisioning the future and enlisting the support of others.

### ***Enabling others to act:***

Leaders infuse people with spirit and develop relationships based on mutual trust. They stress collaborative goals. They actively involve others in planning, giving them discretion to make their own decisions. Leaders ensure that people feel strong and capable. Enabling others to act involves fostering collaboration and strengthening others.

### ***Modeling the way:***

Leaders are clear about their values and beliefs. They keep people and projects on course by behaving consistently with these values and modeling how they expect others to act. Leaders also plan projects and break them down into achievable steps, creating opportunities for small wins. By focusing on key priorities, they make it easier for others to achieve goals. Modeling the way involves setting an example and planning small wins.

### ***Encouraging the heart:***

By linking recognition with accomplishments, thereby visibly recognizing contributions to the common vision, leaders encourage people to persist in their efforts. Leaders express pride in the team's accomplishments, letting people know that their efforts are appreciated. Leaders also find ways to celebrate achievements. They nurture a team spirit, which enables people to sustain continued efforts. Encouraging the heart involves recognizing contributions and celebrating accomplishments.

## **TEN COMMANDMENTS OF LEADERSHIP**

1. Treat everyone with respect and dignity.
2. Set the example for others to follow.
3. Be an active coach.
4. Maintain the highest standards of honesty and integrity.
5. Insist on excellence and hold your people accountable.
6. Build group cohesiveness and pride.
7. Show confidence in your people.
8. Maintain a strong sense of urgency.
9. Be available and visible to your people.
10. Develop yourself to your highest potential.

# COMMITTEES

**IMPORTANT:** Committees are recommended by the President and approved by the Lodge Executive. They are NOT elected.

***Standing Committees*** (committees every Lodge must have):

**Membership Committee** – responsible for the acquisition and orientation of new members, reinstatement of past members, retention of current members, and all Lodge publicity. The Lodge Publicity Director is a member of this committee.

**Finance Committee** – minimum of three (3) members, at least one of whom should have an accounting or financial background, if possible.

## ***Other Committees:***

May be appointed by the President with the majority consent of the Lodge Executive. Some of the options are:

- Sickness and Distress Committee
- Lodge Activity Committee
- Charities Committee
- House Committee
- Patrol Committee
- Ritual Committee
- Constitution and By-Laws Committee
- Management Committee **(mandatory if you own a building/property)**

## ***Structure:***

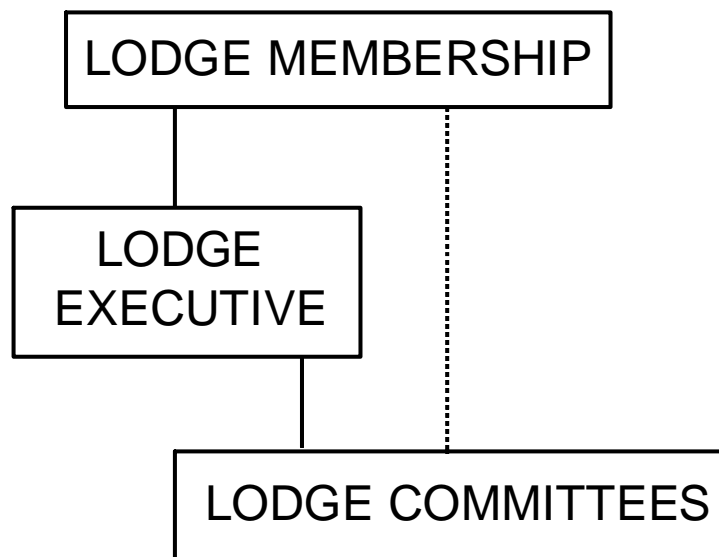
Breaking down a larger concept and delegating responsibility to smaller workable units is illustrated by the membership electing an Executive and the Executive forming Committees. The Executive is elected to lead the lodge, but under the direction of the Lodge members. The Executive forms Committees to distribute the workload. The Committees are an extension of the Executive and are directly responsible to the Executive. Often we hear of Committees trying to establish themselves on an equal basis as the Executive. This would mean that we now have two Executives, an impossible arrangement.

**REMEMBER:** Committees **report directly to the Executive** and only to the members if they are so directed by the Executive. The Executive is responsible to the Lodge members for their actions and the actions of the Committee. The Committees can make certain decisions but they should always ask themselves, "Is this something that should be approved by the Executive first?" In turn the Executive also has to make certain decisions but should ask themselves, "Is this something that should be approved by the Lodge members first?"

# ***THE ORGANIZATIONAL STRUCTURE HELPS LODGES REACH GOALS***

The **organizational structure** is the relationship between the Lodge members, the Lodge Executive, and the Lodge Committees. The following chart illustrates the flow of authority:

## LODGE ORGANIZATION CHART



Note: there is a direct link (solid line) between the Lodge Membership and the Lodge Executive and only an indirect link (dashed line) between the Lodge Membership and the Lodge Committees. There is a direct link (solid line) between the Lodge Executive and the Lodge Committees.



## ***Suggestions on How to Increase the Accountability of Members:***

Members take on a role and specific responsibilities when they commit to an Officer position, a committee, or project. Members cannot be fired because they are not paid employees, but they have a responsibility and should be held to their commitment. If a member is not doing the job he/she promised they should be informed of their original commitment. If there is no improvement they should be asked to step down and be replaced by another person. If a member understands the responsibilities they are accepting they commit themselves to perform the duties to the best of their abilities.

## ***Process of Obtaining Members for Positions/Projects:***

Members should feel they can give their opinions freely without the feeling they are going to get stuck with something because they suggested it. Once the Lodge accepts an idea the responsibilities should be outlined. "Fit" the right member to the tasks at hand. Creativity must be encouraged in the Lodge not stifled by always assigning work to someone who happened to come up with an idea. Once the Lodge accepts an idea it is the property of the Lodge, not the individual proposing it.

## ***Explanations of Roles for Members:***

If a member accepts a position they have a responsibility to fulfil the job as it was outlined. They need to know how much time will be involved and the duties they must perform. If they say "yes" to a job and it turns into something totally different you can't blame the member if they don't do it again. They never agreed to do it in the first place. Explain the duties — have the volunteer commit to these duties — and then hold them to it.

## ***Now That We Know Why People Join, How Do We Get More Members?***

Acquisition and Retention of Members are the responsibility of every member, but there has to be one person co-ordinating the membership activities of the Lodge. This is the job of the Membership Director. They provide the spark, motivating other Lodge members.

The President, as the leader of the Lodge, has the responsibility of making sure there is a Membership Director in the Lodge and that they are active. Membership is the lifeblood of every Lodge and the President is responsible for the overall health of the Lodge. For more information on membership and the National Programs available make sure you have a look at the "Membership Director's Manual" (available from the Grand Lodge office). Have a chat with your Lodge Membership Director. See what his/her plans are for the year. Make sure you are both thinking along the same lines

# ***TAKING CARE OF THE MONEY***

## ***The Budget Process:***

Why do we need a budget? We just pay the bills when they come in. We are just a small lodge, making a budget is much too formal for us. Does this sound familiar?

Making a budget is a simple process, not a difficult undertaking best left to accountants and auditors. The preparation and adherence to a budget is a critical part of the ongoing operation of the organization.

Make sure your lodge makes a budget for the year and makes it known to the membership at the beginning of your term of office.

## ***Signing Authority:***

The signing Officers of a lodge are the President, Chairman of the Finance Committee or the Treasurer (or in the appropriate case, Secretary-Treasurer or the Secretary). The Lodge or Executive Committee may also appoint additional members as they see fit, keeping in mind that the President or the Chairman of the Finance Committee or the Treasurer must be the primary signing Officers.

The President may refer any resolution involving the expenditure of money to the Finance Committee for their report and recommendation, before it is voted upon.

## ***Finance Committee:***

As of August 2001 the Board of Trustees was eliminated. Each Lodge is to have a Finance committee and it is no longer an elected position and is no longer part of the Officers.

The Finance committee prepares the budget. They assemble all the information from other committees and Officers into one organized document for presentation to the lodge. For example the Building committee would estimate their Revenues and Expenses and submit these figures to the Finance committee. Once the Finance committee has all the committee budgets they assemble the Lodge budget.

In some lodges the Finance committee may present this final proposed budget to the Lodge Executive first, for approval, before it goes to the lodge floor. In other lodges it may go directly to the lodge floor for approval. It isn't a bad idea to have the Executive look at the proposed budget first. If there are any areas of confusion they can be ironed out before it goes to the Lodge. Changes can be made on the lodge floor but once the members give their approval it becomes the official budget for the year.

It is important to note that budgeted Revenues and Expenses are estimates only. They are guidelines for the committees, to give them an idea of what they should be earning or spending.

If a revenue line item is higher than expected it is not usually a problem. If an expenditure item is higher than budgeted then the committee responsible for the over-expenditure should be prepared to explain the expense at the end of the year.

The Finance committee is also responsible for monitoring expenses and revenues throughout the year. Monthly reports are the best, to give the Finance committee a picture on how the Lodge is doing on each item in the budget. If expenses are high in one area the Finance committee should question it and make sure the committee responsible is prepared to explain the over expenditure. All requests for changes or over expenditures should be reported to the Finance committee as soon as possible. The Finance committee can approve the changes if they feel comfortable with the rational behind the change, or ask the lodge for approval if the change is a major shift away from what was originally budgeted They must, however, present a written report of their transactions semi-annually at the last regular meeting of the lodge in the months of June and December.

For additional information contact the Grand Lodge office for further information on financial controls and proper auditing procedures.

# ***RUNNING A MEETING***

## ***Importance of Following Parliamentary Procedure:***

The objective of every meeting is to reach group decisions in a fair and diplomatic manner. Parliamentary Procedure is the process by which to do this. Every member attending the meeting has the right to have his opinion heard and by following Parliamentary Procedure, a member's right to speak is ensured.

Parliamentary Procedure can be adapted to a particular type of meeting. The more formal the meeting, the closer the group should follow strict Parliamentary Procedure. Lodge meetings tend to be more formal than Committee meetings; so Lodge meetings will follow stricter rules. Committee meetings should follow a set procedure even if it is more relaxed. The Chairman should still preside over the meeting and each Agenda item should be discussed in turn.

The President should have a "Parliamentary Procedure at a Glance" book, (available from the Grand Lodge office). Become familiar with the proper procedure of running a meeting. Do not be afraid to take a moment, even in the middle of a meeting, to refer to the book for confirmation or clarification of a ruling. If you need advice from your Immediate Past President and/or Vice Presidents, call a short break in the meeting and consult with them before giving your ruling.

## ***Preparing for a meeting:***

The President prepares for a meeting in the following manner:

- calls an Executive meeting at least once a month
- completes an agenda sheet
- reviews committee progress through communication with all committees and especially the phoning committee
- ensures that written reports are available from committees which report to the Lodge
- communicates with the Secretary regarding correspondence, agenda, visiting dignitaries, and minutes of previous meeting; and communicates with the 1<sup>st</sup> Vice President before the meeting.

## ***On the day of the meeting:***

The President performs the following activities:

- arrives early in order to prepare for the meeting
- starts the meeting on time
- provides an enthusiastic environment throughout the proceedings
- maintains proper decorum
- exercises parliamentary procedures
- keeps meeting progressing according to time schedule and agenda
- keeps meeting to a reasonable length (approximately 1 1/2 hours)

## ***Preparing an Agenda:***

The President, as Chairman of the meeting has the responsibility of making up the agenda and the Secretary works with him/her to make sure it happens. The President should solicit agenda items from those attending the meeting. As well, agenda items come from correspondence and the minutes of previous meetings. The Secretary receives the correspondence and keeps the minutes of past meetings.

Once the Agenda is set, the Secretary makes enough copies for those attending and either distributes them prior to the meeting or at the meeting. (Prior is better if possible).

## ***Following the Agenda:***

Imagine going into a restaurant and asking for a menu. The waitress tells you, "Sorry, we don't have menus." Now you must try to find out what they serve and what their prices are, then order. Look at all the time wasted. You certainly will think twice about going back to that restaurant.

Agenda's are like a menu. They provide the participants with the information they need in order to take part in the meeting. This way they can be prepared to discuss issues on the agenda and gather any information they need ahead of time. All that is left for the meeting is informed discussion and decision making. The time used establishing what to talk about is eliminated.

Remember what happened in the restaurant. The customers didn't come back! Is this happening in your Lodge? One reason for members not attending lodge could be long, frustrating meetings that result in few concrete actions. Active members are busy people! They do not have time to waste.

## ***Minutes:***

Minutes should be taken at all Lodge, Executive, and committee meetings. Minutes don't have to be as formal for committee meetings as for Lodge meetings, but should still record the time of the meeting and the decisions that were made.

Minutes from all meetings are an official record of what took place at the meeting and every member who attended the meeting has the right to see them. This includes Lodge, Executive and committee meetings. That doesn't mean a member who attended the meeting can demand to see minutes immediately. He/She has the right to see them in a reasonable period of time. (A proper filing system should be established to keep the minutes of the meetings organized and readily accessible.)

Note: A sample set of minutes is available from the Grand Lodge office.

## ***Conflicts:***

You are the President of a Lodge and are in the middle of a Lodge meeting discussing a topic that is escalating into a heated debate. The motion on the floor is to give the local baseball team money for new uniforms. A few Lodge members have questioned whether or not the Lodge

would be receiving enough recognition in the community for the money or if there is a better project for the money.

The mood of the membership seems to be swinging against the motion when one member, Tom, stands up and angrily states, "We have to support this team and if this motion is defeated I will quit the Elks, right now". A silence comes over the room and people shift in their chairs uncomfortably. Suddenly, Fred, another member jumps up and says, "Well, if we do support this team, I quit". All eyes turn to you, the President for the next step. How do you handle this conflict?

Conflicts should be looked upon as opportunities. Perhaps Tom and Fred have had a running dispute in the Lodge for years and you now have the opportunity to end this trouble.

### **Consider tabling the motion until the next meeting:**

This gives the President a chance to talk to each member individually. Both Tom and Fred have expressed feelings they feel very strongly about. It shows they care. They just have to realize they cannot place ultimatums on their opinions. They have the right to express their feelings, but not to bully other members. If handled properly, an emotional member is better than the member that sits there and approves every motion without thinking about it.

### **Meet with Tom and Fred individually.**

Get their side of the story. Get the facts only. Do not allow either of them to bring personality problems into the discussion. Act as a mediator, asking each person to state what he or she feels is the problem. A mediator listens more than they talk, asking questions that will encourage Tom and Fred to open up. Once both sides of the story are presented get them together and summarize what each person said. Get Tom and Fred to agree on what the conflict is really about. Ask them if they agree that putting ultimatums on opinions is unacceptable. Ask them for solutions to the conflict.

### **Explain their democratic responsibility as part of the Lodge membership.**

They are entitled to their opinion, but it has to be given in a reasonable manner, with no ultimatums attached. Use the next meeting as an opportunity to show the Lodge that these members have agreed their actions were out of order. Use the conflict as an opportunity to demonstrate how important the democratic process is. Impress upon them the importance of stating their opinions in a fair and honest manner.

### **If the Lodge will not agree to table the motion then the process of reaching a democratic decision has to be outlined to the members.**

Tell Tom and Fred their statements were not in order because the decision on the floor was to decide on funding, not whether one of them is going to quit. Ask the opinions of their fellow members. Peer pressure may be needed to convince them that their ultimatums were not in order.

### **Tom, Fred or both refuse to co-operate and stick to their ultimatum.**

They should understand that the members will be deciding on whether to fund the baseball team and not whether one or both of them quits. The two issues have to be separated. If they choose to leave after the question of funding has been decided, that is their decision. It is his or her decision to make, as it is with every member.

### **Whatever the outcome you have to maintain control of the meeting diplomatically.**

This is no time for you to show your emotions, even though you are dying to blast someone. Control is the key. You must remain objective and see all sides. Leadership is not easy.

### ***Early Signs of Conflict:***

- Changes in people's behaviour, (someone normally outspoken is suddenly quiet)
- Private conversations in the lodge or after, during the social
- Small groups forming support for opposite views
- Less lodge business getting done
- Open hostile disagreement
- People may not come to meetings
- May not want to work with someone on a committee
- Non verbal behaviour at meetings (rolling eyeballs, crossed arms, sitting apart from group, not participating)
- Sarcasm

## ***ARE YOU READY TO LEAD YOUR LODGE?***

Hopefully this manual has provided you with some useful information.

If you have any questions or concerns just remember that you do have other resources available to you.

Feel free to contact the Grand Lodge office at 1-888-843-3557 to discuss any issue your Lodge might be having. They are there to help you and help your Lodge.



# ***ELKS “BUDDY” SYSTEM***



The first and second year of membership is critical for most new Elk members. If they don't feel that their volunteer needs are being met they will quit. What can we do to keep them? Well the first step is to give them an Elk "buddy". This is someone in your Lodge that knows how things operate, what the Elks are all about and what the benefits are. They can be a great mentor for the new member to keep them interested, involved and in the Elks.

First off we will deal with the new member but don't forget the current members that don't show up to meetings or take part in functions anymore. We need to give them a "buddy" as well. Read on.

## **NEW MEMBER “BUDDY” SYSTEM**

- Concept:** That each Lodge has responsibility to engage new members by assigning a "buddy" to each new member initiated.
- Assignment:** "Buddies" to be selected by the ER/President/HRL or the Membership Director based on compatibility and introduced to their new member at time of initiation.
- Team Spirit:** Every new member should receive a golf or t-shirt in the same "team color" as the rest of the Lodge. Make them feel part of the team.
- Duties:** Meet with the new member (lunch, coffee, beer, etc.) and explain how an Elks Lodge functions, including meetings, ritual, voting, socials, Executive, committees.
- Answer any questions asked by the new member.
- Encourage the new member to attend meetings and functions of the Lodge and accompany them (and spouses where suitable) when possible.

## **CURRENT MEMBER “BUDDY” SYSTEM**

- Concept:** That each Lodge has responsibility to engage current members who aren't active anymore by assigning them a "buddy".
- Assignment:** Annually the Lodge is to go through the membership list and identify those current members that aren't active. (Example: Don't come to meetings but are still good candidates to become active once more).
- Divide the list of prospects up between the active members and contact the individuals to let them know they are going to get an Elks "buddy".
- "Buddies" are to be selected by the ER/President/HRL or the Membership Director based on compatibility.
- Establish "Buddy program" as a regular component under Good of Order as a reminder and to see how your program is doing.
- Executive to follow-up and determine success of program. Make changes as necessary.
- Duties:** Meet with the assigned member (lunch, coffee, beer, etc.) and encourage them to come to meetings and/or get involved in a project. Keep them informed
- Answer any questions asked by the assigned member.