



The Heart of a Community... The Hope of a Nation!

# **Apex Training Manual**

**Club Presidents**



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## Club President's Training Manual

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# INTRODUCTION

Now that you have been elected to the position of President of your Club, how do you feel? Are you euphoric, fearful, enthusiastic, or reluctant? Has the common saying "You'll be sorry" got you worried? Forget all about this. It does not matter how you feel, as long as you are determined that your year will be a success, both personally and for your Club.

The one thing that will make you happy at the end of your term will be the success that you have achieved. You must make the extra effort to serve your Club. Avoid just following the steps of your predecessors. Use your initiative to implement new programs aimed at improving the performance and image of your Club.

There will be times when you will feel frustrated and wonder why you chose to do this job. There will be other times when you will be so full of joy and happiness at your success you will wish the job would last forever. Just remember that this job only lasts for twelve months. Make of it what you can in this time. To succeed you need to plan your activities. This booklet has been prepared to assist you toward having a successful year. Take the time to read it carefully. Put it aside for a couple of weeks, then read it again. This second time some of the points should start to make more sense.

Remember the old cliches - "**You only get out of something what you are prepared to put into it**" and "**Fail to Plan - Plan to Fail**". Good luck and have an enjoyable year.

### SET YOUR AIMS

Before you start your year it is important to set some aims for the year. What do you hope to achieve this year as President? Choose one or two aspects of your Club that you feel need changing or improvement. Identify those aspects of the Club that don't need changing and that you'll just need to follow. **Write down your aims for the year.** Don't make these aims too difficult or you will find they won't be achieved. Not reaching your aims will only make you more frustrated and you will only feel bad at the close of the year when they have not been achieved.

Let the Club know your aims for the year and explain to them how, with their help these goals will be achieved. Review the aims on a regular basis to see how they are going and determine if they will be achieved.

The section on Goal Setting in this manual will provide you with some help on setting goals, determining how to achieve them and the periodic review processes.

### LEADING THE CLUB

You are the leader of your Club for the next twelve months. Many members of the Club will look to you for guidance and as a motivator when times are tough. If you don't show enthusiasm, even when times are tough then how can you expect your members to feel enthused?

Don't be afraid of failure. If you fail, take a step back and look at what went wrong. Look at how, if the project were done again starting today, you would do it differently to ensure that it doesn't fail again. There will be times when you will fail but your aim should be at all times to ensure that this does not happen. Remember the "Grow, Learn, Make Friends, Have Fun" aspect of Apex?

There will be times when you will not agree with what the District, State or National Boards have decided is the appropriate action. Even if you do not agree you must be seen to support this point of view to your Club's members. Always ensure that Club members are aware of the activities that are being planned for the District. Encourage them to attend as many District functions as possible so that they will realise the great fellowship that these events can offer.

You must make the effort to attend all possible social functions and service projects that your Club has planned. If you don't attend these functions then the members will start to wonder why they should bother to attend. The ultimate result will be that socials and service work will be poorly attended and the Club members will become unhappy. Failures then arise.

Communicate with members between meetings, especially those on your board. If you have projects or functions coming up talk to the person organising the function to see how it is going and to see if there are any areas they need help with. Avoid making your phone calls seem like you are checking up on them and that you don't trust them - make them sound like you are thinking of their best interests and want to make their job as smooth as possible.



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### PROCRASTINATION

#### "Why do it today when I can put it off till tomorrow!!"

Procrastination is one of our biggest sins - putting things off until the last minute. Most times procrastination is done because of the fear of making a mistake or of not being able to attain your own or others imagined high standards. The job must be done sometime. Putting the job or decision off only makes matters worse, may make you look weak and indecisive in the eyes of your fellow Club members and will ultimately reduce the time that you have to do the job and less chance of doing it right.

### THINK OF YOUR MEMBERS

Each member brings to the Club their own ideas, strengths, weaknesses and feelings. Some members will have strong points that you need to recognise and harness to the betterment of the Club. Some members will have shortcomings, so these need to be recognised and you should avoid getting upset when these members let you down. These members have more than likely performed the job to the best of their ability.

Apex is a volunteer organisation. **Each member will commit to the Club what time they have available.** Each member will have different priority levels when it comes to Apex. It is important to recognise this fact and allow time in your planning to realise that in many instances members may not be available at the drop of a hat to assist with projects. Proper planning and ample notice to the members of planned activities will provide the greatest response from the members.

Praise for the efforts of the Club and its individual members is an important aspect that needs to be considered and of course used with due consideration. Praise for a member's effort is important, as it provides encouragement for them to continue. Praising some one for their efforts is something that can be made in public. It makes the person feel a bit more fulfilled as others in the Club are aware of their efforts. But avoid praising the same person regularly, even if they are doing a great job. Too much praise heaped on one individual will make the others in the Club feel inferior and may lessen their drive to perform.

The opposite exists when you need to critique someone's performance - this must never be done in public - it will be sure-fire way to lose the members support. Always discuss someone's poorer performances in private. How you approach the subject with the member will vary from individual to individual because we all take criticism in different ways. The aim of the discussion must be that at the end both parties can walk away happy the discussion is over and can easily get on to the next project without lingering resentments.

## IMMEDIATE ACTION TASKS

Before you take office at the Club's handover meeting there are several things you should do to ensure your year is a success.

- 1) **Read the Club's copy of the Apex Manual.** It won't take all that long and you will be surprised at the amount of useful information that it contains. If your Club does not have an updated version or one at all, then contact National Office and they will be able to arrange to send you one - you will find it invaluable.
- 2) Discuss the Handover meeting with the outgoing President. It is an important event for them, but equally it is important for you. Understand what is going to happen on the night, so you can ensure the handover ceremony runs smoothly. Offer to assist with organising the night.
- 3) Meet with your incoming Secretary and discuss the coming year. Agree on procedures that will ensure that the year goes smoothly, that all correspondence is handled quickly and efficiently. The Secretary is your extra right hand and will be one of your most valuable tools to ensuring the year goes without a hitch.
- 4) Meet with the current Treasurer and your incoming Treasurer to discuss budget planning for your year. Many Clubs fail to prepare budgets for the year and often find themselves without sufficient funds to complete the year. Your incoming Treasurer will have a session on budgeting as part of their training.
- 5) Consider **which members of the Club will be on the board** and allocate them appropriate portfolios. Don't be railroaded into giving your best friend the portfolio they



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want if you don't feel they are the most qualified to do the job. Review the section in the Apex manual on the various portfolios. After you have selected your board, meet with them and outline your goals for their portfolio. Your success as a President will largely depend on the performance of these board members. Your Secretary and Treasurer could be used as a sounding board for your ideas.

- 6) **Decide if you are having a theme or what your main aims are for your year.**
- 7) **Plan your year.** Ensure that you have adequate Apex Year Planners (available from Apex Supplies or at the Training Seminar). Note in the planner any deadlines set by the District Governor, State President, or National Boards. Highlight any special Club events early in the year so that all Club members are aware of the event.
- 8) **Make yourself familiar with the Apex Association Constitution, By-Laws and Best Practices** as they apply at all levels of the Association and what recent changes may have been made which affect your Club. Also ensure that you are familiar with the rules of meeting procedure.
- 9) Take the opportunity to **read the Secretary's and Treasurer's sections of this book, so that you are familiar with some of their duties.** This will help you to better understand their duties, especially if you have never undertaken these duties yourself. Encourage the incoming Secretary and Treasurer to read this President's manual section also.
- 10) Read the Apex Club Manual again.
- 11) **Try to get along to the meetings of other Clubs.** Watch to see what they do and decide if any of their meeting procedures may help to improve the way your Club runs. Implement these when the opportunity arises.

## CLUB MEETING TYPES

### CLUB MEETINGS

Regular Club meetings are handled differently by Clubs. Some Club meetings adhere strictly to the meeting procedures recommended in the Apex handbook. Other Clubs seem to disregard any formal meeting procedure, yet in many cases both types of Club can be successful. Often, the Club meeting is a combination of both types.

Planning of the Club meeting is important as it will ensure that the required business is transacted, members enjoy themselves and there is ample time for guest speakers or for fellowship. It is therefore important that you meet with your Secretary before the meeting to discuss the incoming correspondence and decide before the meeting what business needs to be dealt with at the meeting or what business can be left until the next Board Meeting.

A prepared agenda for the Chairman will ensure that the meeting flows smoothly. In many instances the agenda that will be prepared for normal meetings will be almost the same for every meeting so it is a good idea to prepare a suitable agenda at the start of the year with the Secretary, type this up and have it laminated. This is then available at each meeting for the Chairman to use. Items that should be covered in the agenda include:-

- Call to order and Welcome members to the meeting
- Ideals of the Association of Apex Clubs
- Invocation by all Club members
- Introduction of Visiting Apexians, Guests etc
- Welcome the Guests and visiting Apexians
- Director's Reports
- Secretary's Report
- Treasurer's Report
- President's Report
- Guest Speaker (properly introduced before hand and thanked at the end)
- Visiting Apex Officials
- General Business
- Raffle
- Fines Session
- Meeting Critique

Remember that too many meetings the same will result in boring and dull meetings. The result will be that attendance drops off and decline will set in. You should leave **scope in**



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**the agenda to allow some variation and to provide some stimulus. Some points to consider with Club Meetings are:-**

- 1) Encourage your directors to keep their reports short and not to talk for too long. Your Club has a newsletter that is published before each meeting. Encourage the Directors to put their reports in the newsletter so that all members have some time to plan and provide an answer as to their availability etc. You should also include a report in the Club Newsletter, leading by example. If the Directors need to collect manpower names, they should be encouraged to circulate a manpower sheet around the meeting rather than asking during the meeting and then writing down their names.
- 2) Guest Speakers are an important part of the meeting and you should do your best to ensure that Guest Speakers are available on a regular basis. Avoid having speakers at every meeting, as more often than not, no business will get done. Once every third meeting would be a reasonable frequency.
- 3) When guest speakers do attend make certain that you introduce yourself before the meeting and make the guest welcome. Ensure that they have a nametag so that others in the Club will know who they are and ensure that someone in the Club is given the responsibility of making certain the guest is not left alone. Small courtesies like these will ensure that guest speakers continue to make themselves available for your meetings.
- 4) The most important aspect to ensuring that your meeting is a success and does not get bogged down is in the quality of the Chairmanship. Who chairs the meeting will vary with each individual Club. Some Clubs rotate the chairman at each meeting so that all Apexians get the opportunity to learn this important role. In others the Club President chairs each meeting. Included in this manual are guidance notes on Chairmanship and Meeting Procedure.
- 5) The Chairman should be familiar with the rules of meeting procedure (found in the General section of this manual). These have been designed to provide assistance at times when the meeting is getting bogged down with procedural motions etc. It is important that you as President are familiar with the rules of meeting procedure because you will often be called upon to arbitrate.
- 6) When the District Governor or other elected Apex officials are present at the meeting make certain that the Chairman recognises them and they are given the opportunity to address the meeting if they desire. In most cases they will advise you before the meeting of their intention to visit your Club. If this is the case, then they more than likely do wish to address the meeting. If you know of some issue that your Club has to discuss with the visiting official then advise them of these beforehand.
- 7) This will give them the opportunity to prepare and will ensure that the most satisfactory answer can be given to the Club. Apex officials put a lot of extra time into their roles and this small common courtesy goes a long way to making their job easier and more enjoyable. Remember that they are Apex Club members, doing their job in a voluntary capacity just as you are.
- 8) Consider using name place tags at the meetings. Each meeting ensure that members rotate their seating positions so that experienced members sit with newer members and can help pass along the appropriate information. This technique may prove useful if you have a troublesome group of members prone to disrupting the meetings.
- 9) Ensure that the Sgt. at Arms is fully aware of all their duties. Their duties do not just stop at the fining of members of the Club as a revenue raiser. Part of their duties are to ensure that meetings run smoothly and that members do not disrupt the proceedings. Consider the allocation of a permanent Sgt. at the start of the year and at each meeting allocate a Corporal to assist them.
- 10) Have several emergency ideas ready for use in the event that the guest speaker does not attend the meeting, or planned events finish early. Simple things such as balloon debates, round the table public speaking etc are simple ideas that can be held in readiness for emergencies.
- 11) Ensure that the Club has some form of raffle at each meeting. Normally it is the duty of the Social Chairman to organise the Club's raffles, however, no matter who is made responsible, try to have a raffle at each meeting.



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- 12) Understand the role of the Meeting Critic. Their role is not to just say how good the meeting was. Their role is to constructively critique the way in which the meeting procedure was handled. They should make suggestions that they feels will help improve the way the meeting runs.

### Your Report to the Club

At each meeting you should present a report to the Club. This report will include reminders to the Club members on activities that the Club has planned and any activities forthcoming regarding the State, Association or District. If a Board Meeting has been held since the last Club meeting you should also report on decisions made.

One of your other jobs is to "mop up" after the directors have presented their reports and fill in any missing details. Therefore you should make certain that your report is the last one on the agenda.

### BOARD MEETINGS

Board Meetings are a gathering of the members of the board of the Club to discuss matters that relate to the Club. The frequency that board meetings are held will depend on the amount of business that needs to be taken care of. Many Club boards meet on a monthly basis. Other Clubs meet less often, but remember that there is a minimum requirement under Incorporation on how many times the board must meet.

When (what day) you hold your board meetings is entirely up to you as President, but it is suggested that board meetings should be held just prior to Club Meetings (say within one week).

You should aim to keep the length of the board meeting as short as possible. Like the Club meeting, if they go too long the board members may well find excuses not to attend future meetings.

Some useful things to think about to help in planning for board meetings:-

- 1) Prepare an agenda before the meeting - know what needs to be covered during the board meeting.
- 2) Meet with your Secretary before the board meeting and go through all of the incoming correspondence so that you are aware of what will be raised. Ensure that any relevant correspondence relating to specific portfolios is sent to the appropriate board member before the meeting so that they can come to the meeting prepared -and can make a recommendation on action to take.
- 3) Encourage the board members to keep their reports as short as possible and to the point.
- 4) Make certain that the newsletter editor includes a summary report of the board meeting in the next edition so that all members of the Club are aware of what is going on.
- 5) Encourage non-board members of the Club to attend meetings of the board. Make certain that when non-board members attend they are welcomed. Remember that non-board members do not have a vote but can be included in discussion about matters before the board.
- 6) If non-board members do attend, ask one of them if they would consider giving a brief summary of their impressions of the Board Meeting at the next Club meeting.

### CLOSED MEETINGS

Generally when there is a problem with one or two members of the Club the easiest way is to handle the problem outside of Club meeting times. However when the problem involves the great majority of the members of the Club one way to resolve the problem is to hold a closed meeting. A closed meeting is held with the active members of the Club only and does not include any guest, partners or others.

At a closed meeting, you, as President should chair the meeting. Your first duty should be to define the problem as you see it so that all members of the Club are aware of the problem and can focus on what needs to be done to resolve any conflict.



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Some points to consider with closed meetings:-

Encourage all members to have their say with regard to the problem and their suggestions to remedy the problem.

Take care to prevent one or two members of the Club trying to run the meeting and force their point of view.

Take care to ensure that the time in which speakers present their views is strictly controlled and that verbal slinging matches do not occur.

Make certain that at the end of the meeting a resolution to the problem has been reached. As President it is your job to ensure that any action plans formulated by the Club meeting are carried out either by yourself or by the person appointed by the Club.

The main aim of the meeting must be to resolve the conflict or problem, without increasing any rifts that might exist or creating new ones. Everyone must go away from closed meetings happy that the problem has been resolved and with everyone "still on speaking terms". As Chairman of this meeting this ultimately rests with you.

### HANDOVER MEETING

The Handover meeting (sometimes called the Changeover Dinner) is one of the most important events in your year as Club President. A small amount of prior planning will ensure that the night is a great success. Some points to consider when planning your Handover Meeting are:-

1. Plan the date early so that all Club members are aware of the night and can ensure that they keep their calendar free. Setting the venue at this stage is not necessary. Remember that the Handover meeting must be held in the months of July or August. (as per Association By-laws 6.3.13.3)
2. Include the next incoming President in planning for the night. Remember it is also an important occasion for them.
3. Consider who you would like to conduct the handover event. If you desire to have a State or National official conduct the handover of Presidents then ensure that you get your invitation to the official as early as possible - the earlier the better. The services of our officials are in high demand at that time of the year and many work on the basis of first come first served. If your handover / meeting will coincide with a special event, eg 500th, 700th dinner etc, then ensure that the official is aware of this as it may help sway their decision to attend your Handover.
4. Remember that some of the officials may live a long way from your Club, so don't be disappointed if they can not attend. If the official does indicate their intention to attend and they do live a long way from your Club, ensure that home-hosting is arranged. Don't expect them to find a motel for the night.
5. Consider inviting the local member, State and Federal representatives. Like our State or Association officials, these people lead very busy lives, so give as much notice as possible. The main aim should be to get the date to them. When they accept, the venue and start time can be advised later.
6. Arrange the venue, menu, entertainment etc and remember to confirm with the caterers the expected numbers for the dinner.
7. Arrange invites to all those who you'd like to attend (with RSVP date suitable to advise to the caterers):- club members & partners (this invite put into the newsletter should cover them all at once!), Club Senior Active Members, Club Life Members, Club past members, Club prospective members, other Apex clubs in your district, your DG and other State Officials, other service clubs in your town plus any others.
8. Consider retiring members and what presentations you will be making to them on their retirement. Some Clubs present engraved pewter mugs to their members - and don't forget their partners either. Each Club has its own ideas. (see the Apex Supplies website for suggestions [www.apexsupplies.com.au](http://www.apexsupplies.com.au))
9. A nice gesture is to present the retiring Apexian's partner with a small gift, as a gesture of their support over the years their partner was in Apex. If you plan to incorporate the presentation to a retiring member with Life Membership on this same night, then consider



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how this will be done to ensure that the focus is not all on this member and removed from the others who are retiring.

10. Consider small awards for recognition of those still active members. These awards include 100% attendance and years of service. These small lapel badges are available through Apex Supplies. (orders can be made direct from their web site at [www.apexsupplies.com.au](http://www.apexsupplies.com.au).)
11. If your club has annual awards, arrange with the outgoing President to have them suitably engraved so they're ready to present to the recipient
12. Order from Apex Supplies ([www.apexsupplies.com.au](http://www.apexsupplies.com.au)) the new President's badge and outgoing President's badge - allow time for them to be made and delivered to you in plenty of time
13. Many Clubs have toasts through the evening program. These often include toasts to the Association of Apex Clubs, the local Club etc. Consider who to assign to these duties and advise the person as soon as possible. There is nothing worse than walking into a dinner and being advised you are to propose a toast. Often if a parliamentary leader is proposing the toast they may request some information. Ensure that this information is forwarded promptly.
14. Toasts normally require a response. Assign these duties before hand, and ensure that those responding keep their responses short.
15. Try to keep the costs of the evening as low as possible. Remember that most Apexians have families and charging them too much for the evening may keep them away - if they have children they may also be up for baby sitting fees. Also keep in mind that invited State and Association officials and any parliamentarians should not be expected to pay for their meal.
16. Annual Reports should be prepared before the Handover Dinner and be available at the meeting. Consider how long it will take to have the report typed and printed, then set your close off date for all directors of the Club to complete their reports and get them to you. It will probably be necessary for you to remind the directors on several occasions about their reports.
17. Ensure that the Club's banners are on display. Any awards that the Club possesses should also be on display - your Club made the effort to win them - so why not flaunt them. Make certain that you have the Club's Charter certificate on display too. The official conducting of the handover will generally include this as part of the handover ceremony.
18. Raffles and fines sessions will help to break up the evening and should be considered an essential part of the evening. Encourage all members of the Club to make donations of prizes for the raffles. Consider who you give the job of Sgt. to - a good Sgt. can make the night, a bad one can be a disaster.
19. Finally you should ensure that the handover dinner keeps moving along. Don't let the dinner drag on, the members may become restless.

### ANNUAL GENERAL MEETING

The Annual General Meeting (AGM) should not be confused with the Handover Meeting. The Annual General Meeting of the Club is a requirement of the Incorporations Act (refer to your State Legislation) and of the Apex Association Constitution, By-laws and Best Practices. The AGM is a formal meeting, while the Handover Dinner is essentially a semi-formal social function. The AGM shall be held within two months of the end of the financial year ie July or August. (Association By-law 6.3.13.2) The items to be covered at the Annual General Meeting are:-

- 1) To adopt and accept the reports of the director's of the Club.
- 2) To adopt and accept the financial statements ("Annual Report") of the previous Club year. The financial report of the Club must be audited before it can be adopted, so in many instances this will be the determining factor in the timing of the Annual General Meeting.
- 3) To ratify the election of the President, Secretary and Treasurer and the appointment of the new Club board.



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- 4) To Appoint a Public Officer (if and as required by State Legislation). This is often the President or Secretary of the Club.

Notice of the Annual General Meeting of the Club must be given to all members of the Club. This is normally achieved by advising of the meeting via the Club's Newsletter. It is possible that the Annual General Meeting and the Changeover Dinner can be held at the same time. However it is more usual that they are held as separate events, in light of the need to conduct business at the AGM like the passing of the audited financial statements for the previous year.

### ANNUAL REPORT

At the end of each Apex year a club needs to compile their own Annual Report. The Club's Newsletter Editor, usually prepares this with assistance from the Club Secretary or other members, as necessary. As the name suggests, the Annual Report is a document which summarises the club's events, activities and community involvement over the previous 12 months. Each Annual Report should include :-

- List of Club members for the year
- List of Club's Life & Senior Active members
- List of Club Directors for the year
- List of previous Club Presidents
- Report from the Club President
- Reports from all Club Directors
- Copy of the Club's audited financial reports
- Commissariat Report (Club Meeting attendance)
- Club's Service Hours Records
- The Ideals of our Association

## DISTRICT AND STATE RESPONSIBILITIES

As the leader of your Club for the coming year you have certain obligations towards the District and State. These duties include:-

### INCOMING CORRESPONDENCE

You should review all incoming correspondence that comes from the various levels of District, State and Association. This information often contains information relevant to the successful functioning of the Association as a whole. Information that will come in will include calls to conventions & convention agendas, requirements for reports to either the District Governor or State Secretary and decisions made at National or State Board meetings etc.

Even if the correspondence does not directly relate to the activities of your Club you should read all incoming correspondence. There will be times when you will be called upon as Club leader to answer questions relating to the operation of the Association. Some of the correspondence that you have read may well help to answer these questions.

### DISTRICT MEETINGS

The District Governor for your District will from time to time call District Meetings. As Club President you are the Club's official representative at District level and as such are entitled to vote on behalf of your Club. Some Districts allow for two votes from each Club in the District. The second voting member may be any active Apexian in your Club and will typically be your Secretary.

The District Governor should provide notice of the planned District meeting and forward an agenda of the meeting to each Club to allow time for Clubs to formulate their opinion on the agenda. Typically the District Governor will hold a meeting just prior to the planned State Committee meeting (where they will report on the activities of the Districts).

Where possible you should raise agenda items with the Club, or if not possible at least raise them with the Club board so that decisions can be formulated.

At the District meeting it will be your responsibility to put forward the thoughts of your Club and to vote accordingly. You will also be asked to report on the current status and activities of



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your Club. After the District meeting you should report to the Club on the topics raised at the meeting and advise of any resolutions passed or obligations to be undertaken by the Club.

### DISTRICT CONVENTION

Each year the District may hold a District Convention. Typically this will be held in the months of October or November, or as required under current District By-Laws. You must ensure that you are available to attend this Convention, as in most cases the Club President will be the official Club delegate to the convention. If for some reason you are unable to attend then your Club should elect some one who can properly represent the Club and its views.

For this convention you will be required to submit a report of the activities of the Club to be included in the Convention agenda. In normal circumstances this report will be required some 60 days before the convention, then at the convention you will be given the opportunity to update your report. This will normally be a short verbal report updating what has happened since the report. Items to include in your report are:-

Membership activity through the last year since the last Annual Convention

Activities that the Club has undertaken in the period since the last Annual Convention

Activities that are planned in the coming months

If your Club has been responsible for any District activities throughout the last year then your Club will also be required to submit a report to the convention for inclusion in the agenda.

Some Districts also offer awards and trophies for which members or Clubs may choose to nominate. These awards may be only for the District, in which case information can be obtained from the District Standing Orders or they may be awards that require a District representative for the State Convention. Details of these can be found in the State Standing Orders. You should encourage your Club members to seriously consider nominating for these awards. Some awards, such as the Overseas Travel Awards offered by the State, can provide a great insight into Apex activities in other countries.

The agenda for the convention will be distributed to all Clubs before the convention starts. Take the opportunity to review the agenda and discuss the motions with the Club, seeking their opinion. Avoid the Club leaving the decision to "delegates discretion", as every member must be given the opportunity to express their opinion.

### STATE CONVENTION

The State Convention is typically held early in the calendar year. Unlike the District Convention individual Clubs are not required to submit reports for inclusion in the agenda.

Each Club is permitted one official delegate to the convention. You should endeavor to attend the State convention and act as the Club's delegate to the convention, or ensure that the Club appoints a suitable delegate if you are unable to attend.

Like the District Convention there are various trophies and awards available that your Club may consider worthy of nomination. Details of these can be found in the State Standing Orders. The convention agenda will be forwarded to all Clubs before the convention. Take the opportunity to review the agenda items and have the Club formulate their opinions on the various motions being proposed by the Clubs. Once again avoid "delegates discretion" where possible.

### DISTRICT AND STATE REPORTS - DEADLINES

Throughout the year your Club will be required to submit various reports to the District Governor or Association. These reports are designed to assist the State and National bodies in determining the future directions of the Association. There are two main types of reports that are required during the year:-

- **Club Report to District Governor**

The District Governor compiles this report when requested (approximately quarterly) by the State President. The District Governor combines the information contained in reports from each Club in their District and prepares their report for the State President. The report consists of a 'facts and figures' rundown of the status and recent activities of each Club.



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If your Secretary is organised, then you will probably never see the Report come in or go out, as they will have attended to its completion themselves. However you need to check it yourself.

- **Annual Census**

Each year the Association conducts an annual membership census that is designed to update the information stored about membership. The information includes addresses, contact numbers and occupations of the Club's members.

The Information is used in compiling the Mailing List for "The Apexian" magazine, in assessing the cost of Apex Insurance, in calculating the Annual Fee and to compile the Apex Directory. It is vital that this information is updated when requested and returned promptly. You can expect the annual census in April.

The updated census information needs to be completed and returned according to the instructions that come with it. It should be possible to update the census forms without taking them to a Club meeting. If your records are not accurate then you will need to ensure that the Census update is placed on the agenda for the next meeting and all members given the opportunity to update their details.

The Club Secretary or Membership Director should update the census information for members who have left the Club. Don't forget to use this opportunity to advise the Association regarding the status of Life Membership and Senior Active Apexian awards.

The Association will automatically process members records who have reached retiring age to ensure your Club is only billed for the correct number of members in the National Fee. For this to work however, it is essential that you supply correct Date of Birth information of each member with the census.

## NEAR THE END OF YOUR TERM

Toward the end of your term there is one important thing that needs to be completed, the election by your Club of your replacement and those of the Secretary and treasurer.

The timing for your Executive Elections may depend on the dates of the Executive Training Seminar being held by your State. Typically the Executive Elections will be held in March/April so make your plans along these lines. The first meeting in April or the last in March would be appropriate. The dates of the Training Seminar will be advised in the State calendar or advised by circular from the State Vice-President or Secretary.

Advice should be given to all Club members of the intention to hold the elections and of the proposed date. The notice should be included in the Club's Newsletter, along with a nomination form. You should give serious thought to including notices of the executive elections in the first Newsletter after the Christmas break so prospective candidates have plenty of time to think about the positions. The nomination form should include a place for the proposer and seconder of the nomination, as well as the nominee's signature indicating their willingness to participate. It is suggested that each candidate supply a statement of their proposed objectives for the ensuing year.

On the night of the elections appoint scrutineers if there is more than one nomination for any position. If there is more than one nomination for President you should consider giving each candidate the opportunity to address the Club on what they hope to achieve as Club President. Remember that if you do this, you should ask the other candidates to leave the room while the candidate addresses the meeting.

Voting on elections is preferential and by secret ballot, as outlined in the Associations guidelines. Ballot papers should be destroyed after the announcement of the election results.

When the elections are over the current Club Secretary should order new badges from Apex Supplies, for the incoming President and the Past President's badge for you. It is strongly recommended that this be done immediately. Remember that some 500 Clubs in Australia and all the State and National Board's will want badges at about the same time. Whoever gets their badge orders in first will ensure they have their badges in time for the Handovers. (you may like to try ordering your badges direct from the web site at [www.apexsupplies.com.au](http://www.apexsupplies.com.au))



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The Club Secretary should also ensure The Association National Office is advised of your new executive's details for inclusion in the National Directory. The National Directory update forms are sent out at the same time as the Census.

Finding candidates for the positions can either be really easy, or it can be down right difficult. In many cases you will find that you will have to talk the idea over with the members of the Club whom you feel have the ability to take on the job and start planting the seed. Sometimes you may find that the member is interested in taking on the position, but lacks some knowledge. These members may be more receptive to taking on the job if they know that some more experienced members of the Club have taken on the jobs of Secretary or Treasurer and will be there to help them through the year.

After the new President has been elected get together with them and discuss your current year. Let them know what has been happening and any ideas you might have that will help them prepare for their year as Club leader. Don't be offended if they want to 'make a few changes'. Discuss their ideas openly and help them work out how they can be 'made to happen'.

## INDUCTION OF NEW MEMBERS

One of the greatest rewards that you will experience as President will be in the induction of new members into your Club. This ceremony is an important part of any member's life in Apex. It marks their beginning as an Apexian and will be something that they will remember for a long time. It is therefore important that you do an induction ceremony that they will want to remember.

The Apex manual contains two samples of induction ceremonies that can be performed. Both have their good and bad points and are meant as a guide to what can, and should be done during the induction ceremony. The final format that you use is entirely up to yourself, and it should be something that you will be comfortable with.

Some aspects that need to be remembered when inducting a new member are:-

Plan ahead. Read the induction ceremonies in the Apex manual and determine what you want to do - make notes.

Tell the member to be inducted the basics of what will be happening during the induction ceremony. Also tell them at about what time in the meeting you plan to conduct the induction. It will put them at ease and make the ceremony go a bit easier.

Make certain that you have an official Apex badge for the new member and that you have obtained a new members kit. Ensure that you have signed and dated the Induction certificate, which is included in the new member's kit. Kits and badges should be obtained from Apex Supplies.

The ceremony should be conducted with some dignity, as it is a very important part of Apex.

The new member needs to be reminded of the obligations that go with being a member of an Apex Club. They need to be asked if they are prepared to undertake and fulfil these commitments.

You should ask the member being inducted to recite the ideals of Apex, after they have been given their induction certificate.

Make certain you welcome the new member as a part of your Club at the conclusion of the induction ceremony.

Other than these basic suggestions, what is included in the induction ceremony is entirely up to you. It is suggested that the inclusion of some material about the history of Apex and your Club may also be appropriate.

If a State or National official is present at the meeting where a new member is to be inducted, then it is normally common courtesy to ask this official to induct the new member.

Like other Apex activities and ceremonies it is considered common courtesy to advise the official before they enter the room that you would like them to conduct the induction. You know they will be attending, so call them the day before.



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Don't feel obligated just because you have a visiting official to ask them to perform the induction. This may be the only chance you get this year to perform this important ceremony so take the opportunity to at least perform one induction yourself.

If you decide to take this tact then make certain you advise the visiting official your reasons for doing the induction yourself - then they won't feel snubbed or passed over.

## DELEGATION OF AUTHORITY

Your enthusiasm may see you trying to take on every leadership role that the Club needs filled during the year. Consider the effect this may have on the future of the Club! If you take on every Chairman's role on every committee then:-

Other members may not get the opportunity they need to develop their skills. Remember many members see Apex as a valuable training ground and providing the opportunity to take on leadership roles is one way to provide value to their membership.

Members who feel they have the skill to take on a particular role may have their enthusiasm dampened.

The time you have available to give to the community through Apex may well be stretched beyond your ability to meet every commitment and you may risk not meeting your all-important commitment as President.

So it makes sense that wherever practicable and wise, you should delegate tasks to other members of the Club who show some aptitude and/or willingness toward the task. Don't delegate every task, some are your own responsibility that should not be delegated. You need to strike a balance between delegation of some tasks and asserting the Leadership role expected by your Club.

When you delegate, you should make sure to:-

Honor the delegation and make sure you do not undermine the authority of the delegate at any time (or risk losing the person concerned).

Make sure the delegate reports periodically to Club Board Meetings so everyone keeps informed about progress and can contribute if appropriate.

Provide whatever praise, encouragement, guidance and help are needed to get the job done.

Avoid criticism wherever possible, but if you must criticise, do it constructively and privately.

Indicate what new responsibility you would like a member to handle and why

You will need to give a brief overview of the new responsibility, including its general functions.

Indicate why the member has been asked to take on this responsibility. Reasons may include that they are:-

The most experienced or the most capable in the Club.

A member who shows potential in this area.

A member who is capable of bigger and better things.

A member who would be able to use the new skills in other areas.

Describe the new responsibility in detail. Outlining specific tasks and necessary commitments

Have a detailed list of the tasks - written down. The member should be given as full a picture as possible of how you see the responsibility and what will be expected of them. At the same time you should not be too prescriptive - leave room for their creativity and individual way of doing things.

Ask for questions and suggestions

If you have previously developed a favorable climate, the member will be open and frank in their questions and suggestions.

Listen to the Member's comments and respond immediately



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Listen without trying to "sell" your own point of view. The objective here is to respond by indicating that you understand the member's feelings about the new responsibility.

Ask the Member for a commitment and offer your help

You should specifically ask the member to accept this responsibility. If they want time to think over their decision, a date should be set for their answer.

If they accept you should offer to help them in handling the new responsibility.

Express your confidence in the Member's ability to successfully handle the new responsibility

You should indicate your confidence that the member will successfully handle the new responsibility. You must also be supportive, ie willing to provide all the help and support they need to do the job properly.

