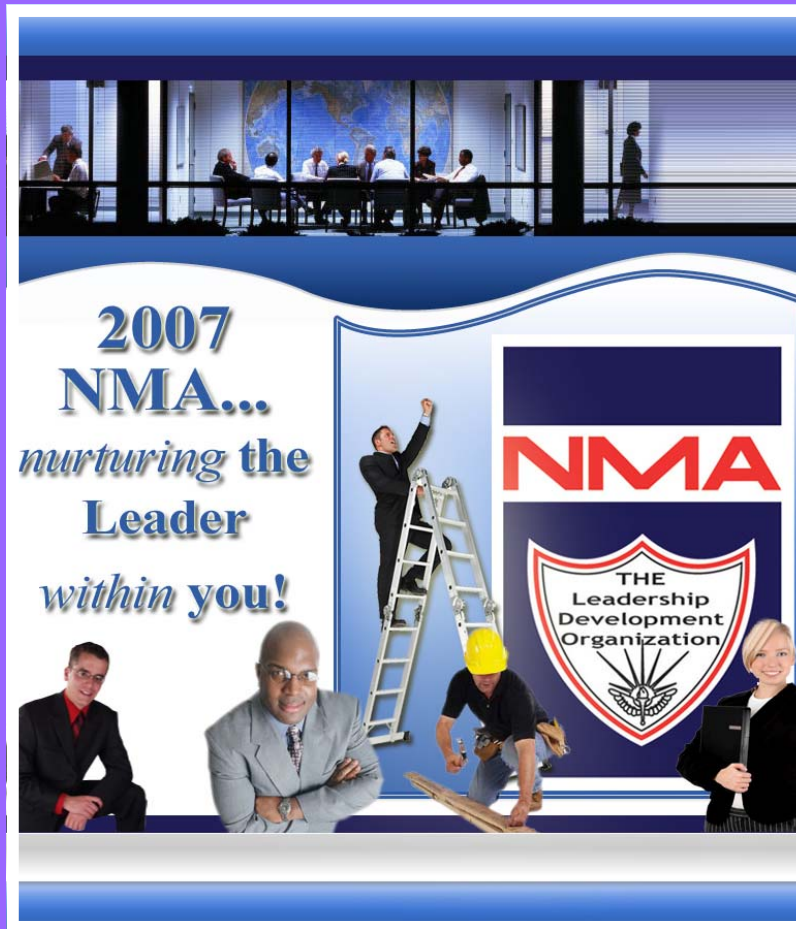


# GUIDEBOOK



## Membership Chairman's Guide

NMA.... THE LEADERSHIP DEVELOPMENT ORGANIZATION  
BUILDING TOMORROW'S LEADERSHIP TEAM... TODAY!



CHAPTER LEADER TRAINING MATERIALS

## *MEMBERSHIP CHAIRMAN'S GUIDE*

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# Introduction

## *"Nothing happens until someone sells something"*

This famous quotation of Red Motley, publisher and salesman, graphically sums up your job, "Nothing happens until someone sells something." The membership chairman is the one responsible for making things happen.

Your NMA chapter is a lot like your company. You plan courses, programs and other activities, "sell" them to your members and the public, and strive to give your members a fair return on their investment of time, effort, and resources.

The boards of directors, the officers, and the major department heads or committee chairmen are usually involved in planning the products. Productions and quality control in your chapter are handled by the program committee, the professional development committee, and other key individuals who help to plan and operate your many chapter activities. The publicity or public relations committee helps make your product well known. Through verbal announcements, letters, bulletins, newspapers, and for some, the chapter's web site, they help keep your members informed about the chapter's activities. All these are important, but still "nothing has happened."

This is where you come in. You and your committee must get out and sell. Move the product "out the door." Make things happen. Publicity and advertising are important and necessary to help pave the way, but in the end nothing can equal the value of personal contact.

In your chapter you have a good product to sell...opportunity for personal development through participation in various activities, programs, services, and publications available through your chapter, and national headquarters. If your member representatives know their product and how to sell with enthusiasm and determination, they can be the biggest single factor in helping stimulate greater interest and participation in your chapter; they can assure members and officers alike a fair return on investment of time and talent.

People are different and chapters are different. The name various organizations give to the membership function varies, too. In your chapter you may have a membership committee or a booster committee if you are organized along traditional lines. If you have a more contemporary organization, the activity might be called the marketing, sales, or communications department.

# The New Membership Chairman

## Major Duties and Responsibilities

- Maintain regular personal contact with all members, informing them of upcoming NMA events, and selling them on the value of membership in the chapter and the NMA.
- Be aware of member attitudes, and inform chapter leaders of factors leading to member satisfaction and dissatisfaction.
- Recruit new members.

You and other leaders will soon be conducting a goal-setting meeting, attended by all officers and major committee chairmen. Start planning now for this event:

- Carefully study the contents of this manual making notes of these items on which you will want more information or have a question to ask.
- Consult with the Vice President or other officer directing your activity to:
  - . Obtain written goals for your function.
  - . Lay the groundwork for the kind of organization needed to achieve them.
- Plan a continuing training and information-giving program for all department (committee) members.
- Ensure that there will be a constant flow of information to you about all chapter activities throughout the year.

In this publication you will find some basic tools for use by the group. They are of prime importance in early planning and in carrying out your plans as the year progresses. These include:

- An operating guide for all aspects of marketing and membership activity.
- Job Knowledge Survey - a committee training aid.

You should locate samples of various items of literature that can be useful to you and your boosters in telling the chapter and NMA story to members and potential members. They might serve as the foundation for information kits for every booster.

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# PART I

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## Membership Committee

### *Organization and Direction*

# The Membership Function

The membership committee is an operating function and the Membership Chairman is usually responsible to the vice president. The vice president should provide the chairman with a written list of functions and responsibilities the committee must perform. Without such clear-cut instructions, neither you nor your committee can achieve your basic purpose. The exact list of functions and responsibilities will vary somewhat from chapter to chapter depending upon the particular needs and purposes of each; however, there are certain basics that are common to all.

## Responsibilities of the Committee

- **Maintain two-way communication** - The main mission of your committee is to do an internal communications job. This committee is the message center of two-way communications in your chapter. Through regular contacts with the members, the representatives are in the best position to explain plans and programs directly to all members. They can remind the members about chapter activities and explain current policies and answer questions about future plans. In other words, they can assure good communications from chapter leaders to all members.

Conversely, the representatives also hear comments, suggestions, and gripes from the members through these same regular contacts. Your representatives should communicate this feedback regularly to you, the chairman. This is valuable market research information that can help improve your product; collect it carefully and use it frequently.

- **Increase participation in chapter activities** - Through enthusiasm, knowledge, and personal contact; encourage all members to take advantage of the opportunities for personal development available through the chapter.
- **Enlist all eligible members** - Acquaint all people who are eligible for membership with the advantages of membership and active participation.
- **Promote mutual interests of chapter, parent organizations, and NMA** - Help promote and advance the mutual interests of the chapter, the organization and the Association at all times.

## Duties of the Chairman

As the committee chairman, you are responsible for maintaining a two-way flow of communications with the members. This is based on authority delegated to you by the chapter officer to whom you report usually the vice president. In appointing you he/she has indicated confidence in your qualifications and ability to handle the job. To get started, first divide the job into its component parts and then tackle them step by step. Your major duties are as follows:

- Set up an organization chart.
- Plan your activities for the year.
- Recruit and train committees. Plan at least two training meetings.
- Monitor and evaluate the committee's operation and efficiency.
- Set up a departmental newsletter or similar regular communication.
- Maintain a close liaison with other committees.
- Administer the committee budget.

## Duties of the Membership Representative

The representatives are your front-line troops. They are the ones most readily identified with your committee. Select these people carefully; you need individuals who are interested in their chapter and will work with enthusiasm. They should be interested in the experience they'll get as members of your committee for their own benefit and personal development. The duties most representatives perform are:

- Personally contact members assigned.
- Personally contact non-members assigned...keeping a close eye on new employees.
- Maintain up-to-date knowledge of chapter and NMA events.
- Act as a liaison between members and officers.

Other duties may be assigned to representatives from time to time, or on a regular basis, as the situation warrants. These would include such duties as:

- Assisting with new member orientation meetings.
- Collecting and issuing membership cards (if you request them from NMA).
- Confirming reservations for dinner meetings and selling dinner tickets.
- Conducting membership surveys and obtaining members' evaluations of programs (when requested by chapter officers).

Additionally, representatives are expected to attend membership committee meetings for the purpose of discussing new ideas and procedures for making the efforts of the committee more effective and beneficial to the chapter. Representatives also have a further responsibility to help create greater appreciation of the chapter as a medium for personal development.

## Intra-Chapter Relationships

If it is to function as the communications system of your chapter, this committee more than any other must maintain close working relations with all the departments. The representatives must have "the word" on all chapter activities and plans, and they must have this in advance so that they can answer questions and quell rumors. The committee chairman gets information by maintaining close contact with chapter officers, the board, and with fellow committee chairmen. It must be a smooth working relationship built on mutual confidence and support.

## Committee Operating Budget

In order to be successful, any committee needs resources beyond the talents of its personnel. To obtain these resources, it usually requires money.

While it is fairly common for the officers or the board to arbitrarily assign a certain amount of money to be used by the committee, it is more realistic for you to estimate your needs and make a recommendation. To prepare your budget recommendation, you must have a fairly detailed plan of action. You should put a dollar estimate on each activity, operating supplies, awards, incentives and training, and arrive at a total. This figure may or may not be acceptable, but it is the most reasonable place from which to start budget negotiations.

Once the budget is settled, you must administer it wisely and efficiently. You must expend the money needed to support your operation and accomplish the committee objectives.

# Committee Organization

## Traditional Concepts

Traditionally, committee manpower requirements have been stated as a flat percentage of membership, or stated another as a ratio, such as one representative for every fifteen members. This has proven to be an effective way to organize the membership committee and spread the number of contacts for each representative evenly. It means that the representatives can be recruited and assigned near their normal work area. Best of all, it assures some systematic form of organization which certainly is better than none at all. The ratio that is most often used is one representative for every ten members.

Even if the ideal ratio can be attained, this does not necessarily guarantee an efficient organization. It is not always easy for a representative to make quotas of ten or more contacts. The members' locations, security requirements, and departmental ties may limit contacts (this is even more pronounced in community (city) chapters). Often the traditional concept results in chapter leaders doing more of the work and "carrying" those representatives who cannot properly contact all assigned members.

## Alternate Arrangements

When establishing a committee, consider alternatives to a straight ratio. The plan which will work best must be determined by such factors as the nature and number of chapter activities, size of the chapter, density of population, and characteristics and policies of parent organizations.

- **Department Alignment** - In this arrangement the committee structure follows the company organization chart with representatives being assigned to each department. The representatives are usually members of the department to which they are assigned. This type of organization works fine where there is strong departmentalization and where departments are centralized and closely bunched within the plant.
- **Management Echelon** - Under this arrangement representatives are picked from among their peers, and contact them only. A representative is never asked to contact a member higher in the company hierarchy, nor is a member put in the position of being urged to attend meetings by the boss or someone else higher on the ladder.
- **Geographic** - In the geographic approach, representatives are assigned in accordance with workstation locations within the organization. They contact all members within assigned boundaries that are based on distance and convenience. Thus, a representative can cut across departmental lines or organizational hierarchy in contacts. A representative may have only two contacts to make if the assigned members are in an isolated location or fifteen or more contacts in an area of dense membership.
- **Community Outreach** - Community chapters should consider one or more official "member reps" from each company or enterprise with members in the NMA chapter. It is doubly important for the membership chair to communicate regularly in the community chapter environment. See additional information on page 12.

## Staff Functions With in the Committee

If you were to study the organization of your marketing department, you would find it consists of more than sales representatives and district managers. You would find many people in supporting activities, people who keep records, supply information, train new employees, warehouse goods, and advertise the product. The membership committee needs supporting functions, too. There are many possibilities, with at least four staff functions recommended.

1. Statistics and Graphic Display - This staff function is responsible for gathering information from representatives and other sources and putting it in useful form. For example, there may be a contest where representatives are competing against each other for the best record of attendance of their contacts. Monthly results might be displayed in chart form at each membership meeting.
2. Distribution and Control - In almost all organizations the representatives have occasional duties of distributing flyers, tickets, reservation cards, etc. Usually they have the follow up operation of collecting ticket money, reservation slips and similar operational tasks. The representatives can do the actual distribution and collection but there is a major job of getting the return. This can be a very sizable staff function that should be headed by one with experience or interest in logistical control.
3. Training - Second only to the committee chairmanship in importance is the training function. This is an on-going function that is carried out continuously throughout the year. (The training function is explained fully in Part 2 of this Guide.)
4. Committee Liaison - In this function, committee members are assigned to attend various other committee meetings such as programs, professional development, public relations, etc. The purpose is to learn first-hand exactly what is "in the works" with these functions. As the information is released it should be passed on to the general membership through the representatives.

# Recruitment

One of the questions most frequently asked of council leaders, staff, and, national directors is "how do you persuade people to serve as boosters and representatives?" Because conditions vary greatly in chapters it is not a simple question to answer, however, it is a question that warrants serious thought. Without good representation, the Membership committee cannot function and the chapter cannot prosper. Quoting Red Motley again - "nothing happens."

## Theme

Fortunately, there are always a few members who are gregarious by nature and who enjoy being representatives simply because they like talking to people. However, some members are reluctant to serve as representatives because they look upon it as being a chore or a "dirty job." This may be an excuse to cover up for their natural shyness. They must be made aware that being a representative is "not a task, but a leadership experience." In fact, some organizations use this as their recruiting theme. Through proper training within the committee, new recruits can learn to overcome shyness and become productive representatives serving the chapter and the Association.

Immediately after appointing a representative you should:

- Send a letter of acceptance to the new representative and welcome him/her to this important chapter activity.
- Invite the representative to attend an orientation meeting at an early date. This meeting is not to be confused with committee training meetings. Rather, it is an informal get-acquainted meeting at which time the major duties and responsibilities of the Membership committee are explained. It is important that each new representative sees and understands the big picture and how he/she fits into it.

## Qualifications

Before an individual is appointed as a representative, a screening process should take place. Hopefully this gives you a chance to obtain members who will do a good job. At the same time, setting high standards has the effect of making the position seem prestigious because of high standards.

Every representative should have:

- Recommendation and approval from the department head. This procedure is tacit approval for the representative to use a reasonable amount of company time on NMA business and is evidence that the individual is in accord with chapter purposes.
- Enthusiasm for the job and the willingness to take special booster training.
- Sufficient aggressiveness to do a good sales job.

## Follow-up

It is not enough to simply appoint a representative and then expect the individual to do a good job on his/her own. The committee leader must provide help and encouragement at all times, especially at the beginning of the year.

# The Committee in Action

Nothing has "happened" yet because nothing has been sold. Up to this point you have been considering the scope of your responsibilities, mustering your forces and organizing them into an effective working team. Now is the time for things to start happening. Now the selling begins.

## Methods of Contact

There are several methods your representatives can use to communicate effectively with members. You may want to vary the approach from time to time for variety; or use more than one method when complete saturation is desired.

Duties and requirements are not the same for all chapters. Physical limitations sometimes dictate the method used. The end result should be a basic system that is reliable, efficient, and achieves some degree of uniformity of action throughout the organization. Some methods that have proven successful are:

- **Face-to-Face Personal Contact** - Whenever and wherever possible representatives should meet personally with assigned members. The importance of personal "conversation" cannot be overemphasized as the most effective means of opening up two-way communications between members and chapter leaders. It is at the time of contact that the membership committee proves its worth, i.e., justifies the time, effort, and expense in recruiting and training its members. At no other time are a member and NMA in a closer relationship. Make the most of it!
- **Telephone or Email Contact** - Though less effective than a personal visit, telephone, or secondly, email contact can be very useful. As a last minute reminder or when time won't permit "making the rounds," the telephone becomes the representative's best friend.
- **Personal Notes, Written Reminders** - Should a member not be available at the time a representative calls, the representative should leave a reminder note. While any piece of paper or intra-company message form can be used, you might find it worthwhile to equip each representative with a supply of cards or note pads on which messages can be written. These are particularly effective when imprinted with the representative's name, title and the chapter name.
- **Through an Emissary** - There are times when expediency or emergency dictates that a third party is used to make contact with assigned members. There are no set rules or guidelines as to when this technique should be employed, but it should be used sparingly. It is an abdication of the representative's responsibility if someone else is used to discharge his/her duties on a regular basis. The net result would be a loss of valuable experience for the representative and an undermining of the chapter's communication structure.

## Distribution of Notices, Tickets, Etc.

Sometimes chapter communications are sent through the organization's internal mail system or via e-mail. These methods are convenient and they generally assure delivery (but cannot guarantee readership). When the internal mail system is used it is imperative that the representative make a follow-up visit to ensure the mail was delivered and remind the member to take action. This approach gives the representative a "reason" for making contact with the member.

In some chapters the representatives personally distribute the notices. This is most effective if the representative personally hands it to the member and adds a few words for emphasis and clarification. It is poor practice, however, to drop the notice on the member's desk and leave without delivering a personal message.

## Collecting and Handling Money

Although not universal, in many organizations the representatives make dinner reservations, collect dues, and perform other similar duties. These activities provide good reasons for making personal contact with the member. It is a golden opportunity to demonstrate knowledge of the chapter's activities and develop direct selling talents. This is a good system if the committee is well organized and your representatives perform duties on schedule. If not, the system is likely to bog down and attendance suffers as a result.

In addition to keeping records of tickets issued, and money received, the representatives should keep other records such as:

- Dates and kind of contacts made with each member assigned.
- Attendance record of each assigned member at chapter activities.
- Personal data of a professional or career nature on each assigned member.

These records are counterparts of what an industrial sales representative might keep for personal use. You should encourage the use of these tools so representatives can make the most of this experience as an opportunity for professional development.

## Sales Aids

Representatives need all the sales tools they can get; therefore, many organizations provide various kinds of aids to help the representatives do a better selling job. In addition, NMA headquarters has several pieces of literature that list and explain services, concepts, and background about NMA. However, sales aids are of little use if the representatives are not properly trained. You and your staff should supervise and monitor the use of aids so that their maximum value may be gained.

## Awards and Rewards

Giving public recognition for a job well done is not only simple courtesy, but it also is a tremendous motivator. Likewise, any form of friendly competition adds incentive. These well-established principles are recognized throughout the business and industrial world and are valuable aids to achieve the "second effort."

A powerful motivator used by many chapters is a monthly or periodic award for the outstanding representative during that period. Usually the award is based on some criteria that can be measured so that all representatives are competing fairly against each other for the honor. An on-going program provides incentives to keep trying, in the hope of gaining recognition in the future.

## Year-End Banquet

Even with a continuing program it is unlikely that everyone will win an award. Yet all the representatives are striving for the good of the organization. These efforts are deserving of public recognition. One way to achieve appropriate recognition is to have a banquet at the end of the year, paid for by the chapter, honoring all representatives. In a small way, it recognizes their work and extends "thanks for a job well done."

## Professional Development

If a chapter member has recently earned their CM designation from The Institute of Certified Professional Managers, he or she should be recognized at a membership meeting. Hold a ceremony to officially present his or her CM pin and certificate.

The same goes for anyone who has completed certain course work, such as the 10-course Supervisory and Management Skills Program. Don't be afraid to ask the senior management to make these presentations. They are always delighted to publicly recognize an employee!

# The Community Chapter

All the foregoing applies equally to community (city) chapters, with members from many different organizations throughout the community as well as to chapters with membership limited to one organization.

Community chapters, however, do have some additional challenges not experienced by regular chapters. With many organizations involved, communications is naturally a greater challenge and the job of representing is therefore even more important to chapter health and growth.

## Assign Membership Captain(s)

In community chapters it is especially important that you appoint a local person whom we will call a membership captain in each organization affiliated with the chapter. Every membership captain should recruit enough representatives in their own organization so that no one individual is assigned an excessive number of people to contact. Be sure to include non-members in making assignments to representatives.

Another important function of this committee in a community chapter is to maintain good communications between the chapter's board of directors and executive management of the affiliated organizations. The membership captain in each organization must contact the members of top management regularly to keep them informed about chapter objectives and goals and to receive counsel and suggestions. Captains must be carefully selected for their willingness and ability to do this job effectively. When handled properly, these contacts can do much to help earn the interest and cooperation of executives and ensure continued support.

## Selling the Chapter to the Community

In a community chapter, the membership committee has the added responsibility of conducting an annual membership drive to enlist new members and support from non-affiliated organizations and to constantly "sell" chapter activities throughout the community.

# Getting Started

The officers of the chapter, in appointing you chairman, have indicated their confidence in your ability and desire to do the job. The foregoing sections of this guide have outlined the nature and scope of the membership function and some of the responsibilities involved. Now is the time for nuts and bolts, like who does exactly what and when. Begin by breaking the job down into its component parts and tackling them step by step as follows:

## Work with Your Assistant

Make sure you appoint a good assistant. This individual can help you handle many of the details and assume some of the responsibilities of the committee. Still more important, the experience will help prepare the assistant to eventually become your successor as chairman, thus ensuring continuity from year to year.

## Appoint your Representatives

Select carefully! You need dependable individuals who are interested in their chapter and will work with enthusiasm. They should be people who are also interested in the experience for their own personal and professional development.

Take care to appoint representatives in every working area where you have members or potential members. Every building, every department, and every large area, should have strategically located representatives. If your chapter includes members from more than one installation, each location needs a separate team of representatives with a membership captain for each team.

## Assign the Contacts

Break down your list of members and eligible non-members; assign names of contacts to every representative. Make each representative personally responsible for the prospects in their area and make sure you have plenty of representatives so that all areas are well covered. In developing your assignment list, be flexible. You may find it necessary to have several different sizes and types of sub-groups.

## Train Your Representatives

As soon as possible after representatives are appointed, you should arrange a special meeting for all members of the committee. At this meeting, explain the goals of the committee with the duties and responsibilities of each member. This should be a training session to help equip your representatives to meet job requirements.

Training is important. Your representatives need to know more about the chapter and the NMA than other members. They must know their product and be prepared to answer every kind of question. Part II of this guide offers a complete training program for representatives.

As a committee chairman, you should conduct regular meetings of your leadership team. At these meetings you will receive comments and feedback from the representatives; you should then pass current information from the officers and board of directors to them. Make a special effort to inject some "show biz" into each of the meetings. It's a good idea to serve refreshments or snacks to show your appreciation for their efforts.



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# PART II

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Membership Committee

*Training the Team*

# Two Phases of Committee Training

## Specific Chapter Information

Much of what a representative needs to know consists of news and facts about the chapter. How much are the dues? When and where does the chapter meet? These are the kind of questions that are frequently asked by prospective members and those members who do take an active part in the chapter affairs. Your training program in the specifics of the chapter is basic for all representatives and must be presented periodically.

## Salesmanship and Intangibles

The second phase of committee training is the continuing development of the skills of salesmanship. How does a representative approach a prospective member? How does he/she persuade a member to attend a professional development program? This is the skill of selling an intangible. You can't see, feel, or test-drive the benefits of chapter membership, so selling the idea is more difficult than if it were a piece of hardware.

To successfully sell chapter and NMA concepts, a representative needs:

- A positive attitude.
- Understanding the link between chapter goals and company/community goals.
- Practice.

These three form the basis for the second phase of committee training.

# Chapter Information for Representatives

**E**very representative must know the chapter operation; not only what it has been and what it is, but also what the chapter hopes to be. He/she must be knowledgeable about current practices and long range objectives. It is best if each representative can get information direct from the people concerned, that is, the officers and leaders of the various committees.

At the beginning of each administrative year it is strongly urged that the entire committee assemble for a meeting to hear plans for proposed activities. This meeting should be carefully planned, well rehearsed, and properly staged. Allow plenty of time so short cuts can be avoided as closing time nears. See to it that each person on the program gives a concise and complete presentation with time for questions and answers.

A suggested agenda for a two-session training program is shown in Appendix A. The first session covers basic chapter information and should be at least one hour in length, though probably another half-hour will be necessary to adequately cover all pertinent material.

Many chapters find it advantageous to start or finish each training session with refreshments or a light snack.

The Job Knowledge Survey Form (Appendix A) is one key to thorough representative training. It serves a three-fold purpose.

1. It is a quiz to determine each representative's initial knowledge of his/her chapter.
2. The completed quiz becomes a worksheet for note taking during the training meeting.
3. It is also a handy reference sheet for use when performing the duties of a representative.

Filling out the survey should be the first order of business at the first meeting. Most will not know the correct answers to all the questions. The remainder of the information is filled in or corrected during the meeting as the various chapter leaders make their presentations. The survey form provides a comprehensive reference sheet for use later.

## Objectives and Goals

- The president or some other officer should review the objectives adopted by the board of directors and translate these to the goals the chapter will try to achieve this year. These goals will serve as a guide for the representatives in selling the members on chapter values.

## Committee Structure

- The Membership Chairman outlines the committee organization chart and explains how it fits into the overall chapter structure.

## Membership

- The Secretary explains the procedure for new member enrollment and membership renewals. The Secretary also covers all other pertinent areas of record keeping and money handling.
- The Professional Development Chairman outlines the program for the year, providing each representative with a schedule of dates and descriptions of courses and other educational activities.
- The Program Chairman tells about the meetings for the coming year and provides each representative with a schedule of meetings (times, dates and places) and a brief description of each meeting feature.

## The Big Picture

- No training of this committee is complete without an intensive orientation on NMA, its purposes, benefits, and values. A National Director or a past president best covers this.
- Announce the date of your training session well in advance so that everyone can fit the date into his or her calendar.
- Provide an opportunity for questions from the representatives during the panel portion of the program. They should be encouraged to ask the kinds of questions that are likely to be asked of them later by the members.

# Establishing Attitudes

## Start with a Theme

- The theme used in recruiting your representatives is basic to establishing the correct attitude for "selling" the chapter and its services. Being a representative is not a task, but a leadership opportunity.

## It's A Challenge

- Ideally, the successful representative looks upon this assignment as an opportunity, a change of pace from his/her regular job. A successful individual must be able to sell ideas. This assignment offers plenty of challenges in selling ideas to reluctant and sometimes antagonistic member prospects.

## Esprit De Corps

High achieving groups, in all walks of life, are often successful beyond expectations because they have something extra going for them. This something extra is called esprit de corps. Building this spirit is the responsibility of the committee chairman, all the chapter leaders, and the representatives themselves. This is done through emphasizing the following:

1. **Importance of their work** - The communications job alone justifies the importance of their work. Couple this with the other aspects of the job and the representative rates high on the list of important positions in the chapter.
2. **Identification** - The representatives should be identified as a group through some distinctive badge, pin or other identification.
3. **Recognition** - Public recognition is one of the best ways to build spirit. This can be done through:
  - Periodic awards of achievement.
  - Testimonial dinners.
  - Display board reporting attendance or other achievements.

# Establishing Job Understanding

## Personal Value

In the eyes of the individual, this can be the most important of all areas of membership training. It is extremely difficult to impart any job knowledge or develop any real enthusiasm until the representative thoroughly understands the job and its personal value. The major effort in recruiting and training of representatives must revolve around value of the experience to be gained.

There are no universal rules covering the functions of a representative. Each chapter must work out its own priorities based on needs. However, there are two readily recognizable, broad categories. Each chapter should consider these, define their limits, and train all representatives on how to handle such functions.

1. **Functions related to regular on-going communications**
  - Contact assigned members on a regular basis.
  - Contact non-members on a regular basis.
  - Be familiar with organization activities and policies of the chapter and NMA.
  - Become the liaison between members and officers.
  - Participate in membership committee meetings.
  - Promote the chapter as a medium for personal leadership development and the improvement of leadership skills.
  
2. **Functions established by chapter policy** - Certain functions of the membership committee are the result of particular requirements within the chapter and will vary considerably from one chapter to another. Typical of such functions is:
  - To collect dues and issue membership cards (if applicable).
  - To confirm reservations for dinner meetings and sell dinner tickets.
  - To conduct membership surveys, obtain evaluations of programs and perform other duties assigned by chapter officers.
  - To facilitate new member indoctrinations.

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# PART III

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## Appendix A



# Training Program

## SESSION I - Chapter Information For Representatives

### Subject

1. Introduction and Job Knowledge Survey
2. Our Chapter's Objectives and Goals
3. Structure and Committee
4. Membership Do's and Don'ts
5. Professional Development Program
6. Monthly Meetings
7. The Big Picture
8. Questions and Answers

### Presented by

- Membership Training Coordinator
- President
- All Committee Chairman
- Secretary
- Professional Development Chairman
- Program Chairman
- NMA National Director
- Panel

## SESSION II - Selling Intangibles

1. Introduction and Review of Session I
2. The Role of the Representatives
3. Role Playing Exercise
4. Group Discussion

- Membership Training Coordinator
- Membership Chairman
- Membership Chairman
- All

# MEMBERSHIP COMMITTEE

## CHAPTER JOB KNOWLEDGE SURVEY *(FOR USE IN CHAPTER TRAINING— SESSION I)*

### ***How well do you know your NMA Chapter?***

Answer each of the questions below as completely as possible. Use blank spaces on opposite pages where necessary.

- 1. Name the officers and committee chairman of the chapter.**

OFFICERS	COMMITTEES

- 2. Draw a rough organization chart of your chapter showing Board of Directors, elected officers and standing committees reporting to them.**
- 3. List the main objectives of your chapter for the current year.**

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- 4. What are the membership eligibility standards? (Be specific. "Any member of management" is not a proper answer.)**

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5. Name each committee or department (such as program, etc.) and under each list its major function and/or projects.

COMMITTEE	FUNCTIONS	PROJECTS

6. What is the total current membership of the chapter? \_\_\_\_\_  
What is the potential membership? \_\_\_\_\_

7. What are the annual dues and how is the dues income spent?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

8. When and where are monthly meetings held? List four future programs.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

9. When are officers elected and how can members become an officer?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**10. How are committees established, and committee chairmen chosen? How does a member become part of a committee?**

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**11. What is NMA?**

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**12. What can your members gain by belonging to the NMA chapter?**

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**13. What is the step-by-step procedure to become a member of the chapter?**

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**14. Is your chapter a member of an NMA council? If so, who are the officers, and what are the activities of the Council?**

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**15. What are the duties of Membership Representatives?**

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