

THE ROYAL CANADIAN LEGION

ONTARIO PROVINCIAL COMMAND

TRAINING AND ORGANIZATIONAL  
DEVELOPMENT

BRANCH OFFICERS LEADERSHIP TRAINING

PHASE III

BRANCH OFFICERS DUTIES

AND

COMPONENT TRAINING INFORMATION

## **FORWARD**

The following is PHASE III of the Branch Officers Leadership training project developed by the Ontario Command Training and Organizational Development committee.

Fundamental to this process is the ongoing focus of enabling and empowering elected or appointed Branch Officers to better serve their Branches; thereby, creating solid grass roots basis which will translate into knowledgeable, effective and willing leaders for Branches and Legion as an organization.

To better determine the base line requirements of all those who aspire to or are charged with an active role in their respective Branch, PHASE III will deal with all aspects of a Branch's hierarchy. The starting point for this training opportunity will be the Branch committee member. It is thought that this is the basic starting point for all activities regarding the functioning of a Branch. The critical path for this training will then deal with the following Branch positions:

- a).....Branch Committee Member
- b).....Branch **C**ommittee Chairman
- c).....Branch Sgt. at Arms
- d).....Branch Secretary
- e).....Branch Vice Presidents
- f).....Branch Immediate Past President
- g).....Branch President

The Branch Treasurer is not included because the BFA committee is far more qualified to deal with the financial aspects of Branches than the TOD committee.

In an attempt to create continuity and to provide a logical training base the above positions will be broken down by the following leadership components:

#### LEADERSHIP COMPONENTS

- 1.....job responsibilities
- 2.....required resources
- 3.....roadblocks
- 4.....motivation
- 5.....solutions to problems; potential and personal

The Branch will be provided with knowledgeable and effective leaders, once new members, potential leaders, current leaders and, perhaps most importantly, those who have been Branch leaders understand and accept the importance of a structured and ongoing development strategy within the Branch.

#### **SEMINAR LESSON PLAN**

This seminar is developed in a component format. The purpose of the component format is to enable the presentation of this seminar in whole or in part to smaller groups. An example would be for a Zone TOD chairman to present one or two components at a Zone convention. The Branch TOD chairman will also have the ability to present components at Branch general membership meetings. The development of the component format can be used for all seminars created by the Ontario Command TOD committee. Further, this format can be readily used by all Ontario Command committee chairs when developing seminars. The ability to present all seminars in component format will benefit those who are unable to attend District or Zone seminars.

BUZZ GROUPS.....The format for this training opportunity will be best served by using the buzz group format. The interaction developed during these sessions will allow participants to provide input and “feed off of” others in the group. The facilitator will break the group up into manageable buzz groups similar to PHASES 1 and 2. Once the groups are settled and in their respective locations, the first task will be to pick a group name. While picking a group name may seem trivial, it is perhaps one of the most important tasks the group will perform. Most importantly, it will be the first decision made as a group and in doing so will create a “team” atmosphere. The second task the group must perform is to pick a Chairman or a Leader. Lastly the group will be asked to pick a scribe who will place the group’s findings on the provided flip charts.

There will be some group members who see themselves as the group leader or who are unable to function within the buzz group due to various feelings or beliefs i.e. fear of being wrong or criticized, unable to understand the process, no confidence in the group format and others. The group dynamic will serve to provide these individuals with an opportunity to become involved or withdraw. Adult training has determined that smaller groups are more effective in enticing members to put forward their points of view and to be part of the group as opposed to operating individually.

GROUP LOGISTICS.....the facilitator must ensure that all participants are part of a group and that the buzz groups are not too small or large. Approximately 15 to 20 people per group are a maximum while 6 to 8 people in a group would be a minimum. Perhaps the most valuable tool this type of learning experience can use is the after seminar focus group and the individual evaluation sheets. The host District TOD chair will be asked to assemble 12 to 15 people to speak briefly with the presentation team in terms of what went well and areas for improvement. As well each participant will be asked to fill out an evaluation sheet giving their personal comments on the days learning experience.

The host District will be asked to conduct the opening and closing rituals. As well the host District will introduce the presentation team.

Once the seminar has been opened, the first order of business will be the lead facilitator explaining to the participants how the day will be set up, time frames, washrooms, fire escapes, lunch and any other items necessary to make the learning experience positive for all.

**At this time the lead facilitator will ask anyone in the group who has served or is currently serving in the Canadian Armed Forces to stand. The lead facilitator will then thank them all for their service on behalf of the seminar participants.**

It is suggested that a 45 minute time slot be allotted for lunch. Smoke breaks should be at the discretion of the lead facilitator.

Each component will be time based, given that the seminar would start at 9:00 AM and end at approximately at 3:30 PM. The facilitator will have to ensure that the buzz group participants stay on track. Each component the buzz groups deal with should have a 40 minute time limit with a 15 minute time limit for findings and sharing thoughts.

In an attempt to provide the maximum learning experience for the participants, it is suggested that the problems be allotted to the buzz groups in the following fashion;

Buzz groups #1 & #3 would deal with the Branch Committee member in terms of job responsibilities, required resources, road blocks, motivation and solutions; short and long term to potential group and individual problems.

Buzz groups #2 & #4 would deal with the Branch Committee chairman in terms of job responsibilities, required resources, roadblocks, motivation and solutions; short and long term to group and personal problems.

At the 40 minute mark the groups would then share their results with the other participants and encourage questions and comments.

The next round will see Buzz groups #1 & #3 deal with the Branch Sgt. at Arms and how these positions relate to job responsibilities, required resources, roadblocks, motivation and solutions to potential group and or individual problems.

Buzz groups #2 & #4 would deal with the Branch Secretary and how this position relates to job responsibilities, required resources, roadblocks, motivation and solutions, short and long term to potential group or individual problems

Once again at the 40 minute mark the groups will share their information with the other participants. The facilitators will encourage questions and feedback among the seminar participants.

LUNCH BREAK.....before the lunch break the lead facilitator will describe a similar format for dealing with the Branch Vice Presidents, Immediate Past President and the Branch President.

The time allotted for the lunch break can be from one half hour (1/2) to one (1) hour depending on the timings of the morning sessions.

### **FACILITATOR LESSON PLAN**

#### TRAINING COMPONENTS

Component #1..... Branch Committee Member

Component #2..... Branch Committee Chairman

Component #3..... Branch Sgt. At Arms

Component #4..... Branch Secretary

Component #5..... Branch Vice Presidents

Component #6..... Immediate Past President

Component #7..... Branch President

## COMPONENT #1.....BRANCH COMMITTEE MEMBER

.....What are the job responsibilities of the Branch Committee member in relationship to the (5) leadership components? (required resources, roadblocks, motivation and solutions, short and long term to potential group or individual problems.

.....Answers such as: Find out all relevant information regarding the specific committee the member sits on.

.....Acquire the relevant hand books and printed by-laws or regulations regarding the committee.

.....What are the desired results of the chair?

.....If information or resource is not available or forth coming what do you do to get it?

## COMPONENT #2.....BRANCH COMMITTEE CHAIRMAN

Determine the members of the Branch who may have valuable input in the functioning of the committee.

Understand the vision or the mandate of the committee **i.e. the vision is how you visualize the functioning of the committee; mandate is the purpose of the committee.**

There will no doubt be others. The above “questions” in each component are for information for the buzz group facilitator to enable his/her group to better deal with the component.

.....What is the function of the Branch Committee Chairman in terms of the 5 leadership components?

.....Should the Branch Committee Chairman have input into the members on his/her committee?

.....As ex-officio to all Branch committees is the Branch President expected to attend all or any Branch committee meetings?

.....To whom do Branch committees report to? Do Branches have ad-hoc committee for various functions?

..... If so does the Branch understand the meaning of an ad-hoc committee?

.....Who sets the time frames for completion of the Branch Committees mandate?

### COMPONENT #3.....BRANCH SGT. at ARMS

.....What is the function of the Branch Sgt. at Arms in terms of the 5 leadership components?

.....Is the Branch Sgt. at Arms a voting member of the Branch Executive?

.....Does the Branch Sgt. at Arms have to have military training?

.....Is it true that various parts of the Canadian military perform various military functions such as marching on colors, laying wreaths etc, differently?

.....Can the Sgt. at Arms have another chair besides Sgt. at Arms?

.....Does the Sgt. at Arms know where to obtain the relevant hand books, by-laws and regulations dealing with the Sgt at Arms duties?

.....Is it true that parts of the Canadian military perform various military functions such as marching on colors, laying wreaths etc, differently?

.....Is Legion any different? If so, is that a problem?



#### COMPONENT #4.....BRANCH SECRETARY

.....What is the function of the Branch Secretary in terms of the 5 leadership components?

.....Should the Branch Secretary open "ALL" Branch mail? (No; however, if for example the Branch President is not available the Branch Secretary must ensure that the appropriate correspondence goes the next in line).

.....Should the Branch Secretary move his/her minutes?

.....Should the Branch Secretary ensure that he/she and the Branch President or his/her designee sings the minutes once they have been moved and passed?

.....Should the Branch Secretary's job be combined with another Branch chair?

.....Is it the Branch Secretary's responsibility to make sure that all Branch mail is directed to the appropriate person?

.....Does all correspondence go to the Executive meeting and the General Membership meeting?

#### COMPONENT #5.....BRANCH VICE PRESIDENTS

.....What is the function of the Branch Vice Presidents in terms of the 5 leadership components?

.....Does a Branch require 3 Vice Presidents?

.....Are there occasions when the Branch Vice President will represent the Branch to the public?

.....Should a member running for Branch Vice President have the desire to be Branch President some day?

.....Should Branch Vice Presidents hold chairs?

.....If so, what types of chairs should the Branch Vice Presidents hold?

.....Is it necessary for Branch Vice Presidents to attend seminars and Zone conventions?

#### COMPONENT #6.....IMMEDIATE PAST PRESIDENT

.....What is the function of the Immediate Branch President in terms of the 5 leadership components?

.....Should Immediate Past Presidents hold a chair?

.....If so, what type of chair?

.....What is the function of the Immediate Past President in terms of Branch activities i.e. spokesperson for the Branch?

.....What are the various forms of appreciation that can be shown to an Immediate Past President i.e. Master of Ceremonies for various functions in the Branch?

#### COMPONENT #7.....BRANCH PRESIDENT

.....What are the functions of the Branch President in terms of the 5 leadership components?

.....How can the Branch President ensure that the Branch committees understand their roles, their end results and their place in the success of the Branch i.e. attend the 1<sup>st</sup> meeting of a committee to thank members and offer support?

.....How can the Branch President determine “the best people for the job”? (**sow the seed**) i.e. encourage members to attend seminars and conventions, look for leadership qualities, put forward ideas

.....How can the Branch President ensure that factual and timely reports are made to the Branch and to Zone level i.e. stimulate conversation regarding reports; ask and ask and ask again!

.....How can the Branch President show leadership traits in the operation of the Branch? I.e. let a group or committee “run with it”, show he/she is willing to make hard decisions, understand volunteers’ needs.

.....Should a Branch President accept a Zone committee chairman position i.e. stimulate leadership at Zone level?

### **CLOSING**

At this point the lead facilitator will sum up the day and the seminar:

.....ask for any last questions

.....remind the group of the focus groups meeting

.....thank the participants for taking part in the seminar

.....turn the seminar over to the District representative for the closing ceremonies.