

**TOASTMASTERS**  
INTERNATIONAL®

**When You Are the**  
**Sergeant**  
**at Arms**

**A Guide to  
Effective Club  
Leadership**

**TOASTMASTERS**  
INTERNATIONAL®

# When You Are the Sergeant at Arms

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## A Guide to Effective Club Leadership

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**TOASTMASTERS**  
INTERNATIONAL®

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## The Mission of the Club

The mission of a Toastmasters club is to provide a mutually supportive and positive learning environment in which every individual member has the opportunity to develop oral communication and leadership skills, which in turn foster self-confidence and personal growth.

## The Mission of Toastmasters International

Toastmasters International is the leading movement devoted to making effective oral communication a world-wide reality.

Through its member clubs, Toastmasters International helps men and women learn the arts of speaking, listening, and thinking – vital skills that promote self-actualization, enhance leadership potential, foster human understanding, and contribute to the betterment of mankind.

It is basic to this mission that Toastmasters International continually expand its worldwide network of member clubs, thereby offering ever-greater numbers of people the opportunity to benefit from its program.

## Vision

Toastmasters International empowers people to achieve their full potential and realize their dreams. Through our member clubs, people throughout the world can improve their communication and leadership skills, and find the courage to change.

## Values

Toastmasters International's core values are integrity, dedication to excellence, service to the member, and respect for the individual. These are values worthy of a great organization, and we believe we should incorporate them as anchor points in every decision we make. Our core values provide us with a means of not only guiding but also evaluating our operations, our planning, and our vision for the future.



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Being a Toastmaster means more than simply making a commitment to self-development. Everyone who joins a Toastmasters club is making a commitment to the club, to its members, and to the organization as a whole.

### **A Toastmaster's Promise**

As a member of Toastmasters International and my club, I promise:

- To attend club meetings regularly
- To prepare all of my speech and leadership projects to the best of my ability, basing them on projects in the *Competent Communication*, *Advanced Communication*, or *Competent Leadership* manuals
- To prepare for and fulfill meeting assignments
- To provide fellow members with helpful, constructive evaluations
- To help the club maintain the positive, friendly environment necessary for all members to learn and grow
- To serve my club as an officer when called upon to do so
- To treat my fellow club members and our guests with respect and courtesy
- To bring guests to club meetings so they can see the benefits Toastmasters membership offers
- To adhere to the guidelines and rules for all Toastmasters educational and recognition programs
- To maintain honest and highly ethical standards during the conduct of all Toastmasters activities



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# You Are the Sergeant at Arms

Your main duties include the following:

- Maintaining all club equipment
- Ensuring the club has enough supplies to conduct each meeting
- Creating an organized meeting space

This manual contains all of the basic information you need to fulfill the role of sergeant at arms. In it you will find:

- An outline of the standards for sergeant at arms
- Detailed explanations of how to meet these standards
- Leadership techniques you can use to meet these standards
- A calendar with important dates
- Access to the tools and resources available to ensure a successful term of office and a successful club (in the Appendix)

# Standards for Success

Every club officer has performance standards to meet. These standards aid officers in understanding their roles and help club members know what they should expect from officers. The rest of this manual provides information you need to meet your standards.

An SAA must:

## *At the Club Meeting*

1. Arrange the room at least 10 minutes before the meeting begins. Make sure the lectern is in place; the banner is displayed; evaluation forms and ballots are distributed; awards, product guide, progress charts, and educational materials are displayed; place cards are arranged, and name badges are available
2. Greet members and guests and arrange for guests to sit with members
3. Greet the area governor and other visiting officers and escort them to the club president
4. Arrange for food service at meal meetings
5. Ensure the meeting starts on time
6. Collect ballots and tally votes for awards

## *Outside of the Club Meeting*

1. Attend district-sponsored club officer training
2. Schedule the meeting location
3. Maintain club equipment and check after every meeting to ensure adequate supplies are available
4. Chair the reception committee
5. Attend club executive committee meetings
6. Arrange for a replacement when unable to attend a meeting and for assistance if necessary
7. Prepare your successor for office

## **Attend Club Officer Training**

Every June, July, and August, as well as December, January, and February, your district conducts club

officer training. Training includes a review of each officer's responsibilities and tips for fulfilling them. It also allows you to meet officers from other clubs and provides an opportunity to share ideas and keep up on current information. Contact your district lieutenant governor education and training (LGET) or visit your district Web site for information about the next training workshop. Links to district Web sites are available at [www.toastmasters.org/distwebsiteslist](http://www.toastmasters.org/distwebsiteslist).

Another excellent resource for learning how to fulfill your duties is to ask the outgoing SAA to share as much advice and information as possible. You may even ask the outgoing officer if you could observe him or her over several weeks.

## **Schedule the Meeting Location**

You are the liaison between your club and the people who manage your club's meeting place. You are responsible for making sure that the meeting room is reserved for each meeting.

## **Maintain All Club Equipment and Materials**

After each meeting, pack all club property and store it in a secure place. Some clubs have storage space at the meeting place. In other cases, the sergeant at arms keeps the equipment and materials between meetings.

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## Chair the Reception Committee

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Sometimes it is difficult to carry out all of your responsibilities in a short time. Instead of rushing and possibly neglect some duties, you may organize a committee to help you share the various tasks. This has the added benefits of giving other members a chance to contribute, giving you the opportunity to practice leadership skills, and helping you identify members with leadership potential and encouraging them to serve.

## Attend Executive Committee Meetings

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The executive committee consists of all seven club officers (president, vice president education, vice president membership, vice president public relations, secretary, treasurer, and sergeant at arms) and the immediate past club president. The club president serves as the committee chairman. The executive committee is in charge of all business and administrative club affairs such as creating a club budget, completing a Club Success Plan and tracking the club's progress in the Distinguished Club Program (DCP), and overseeing the other club committees such as the reception committee.

The executive committee's decisions must be submitted to the club for confirmation at a club business meeting. The club may vote to affirm or reject the action of the executive committee and the result of the vote is binding.

## Arrange for a Replacement or Assistance

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Occasionally you may be unable to attend a club meeting. On such occasions, you should arrange for someone – perhaps another club officer, a former sergeant at arms, or a member of the reception committee – to carry out your duties.

## Prepare Your Successor for Office

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Once your successor is elected, help him or her to assume leadership. Consider how you felt when you first took office. What could your predecessor have done to make your job easier?

Make sure the newly elected sergeant at arms has a copy of this manual, review the standards for the office of sergeant at arms, and remind him or her to attend district-sponsored training.

Encourage the new officer to ask questions as you discuss any unfinished business and turn over any files you may have. Share advice and information as much as possible. You may even suggest the incoming officer observe you over several weeks.

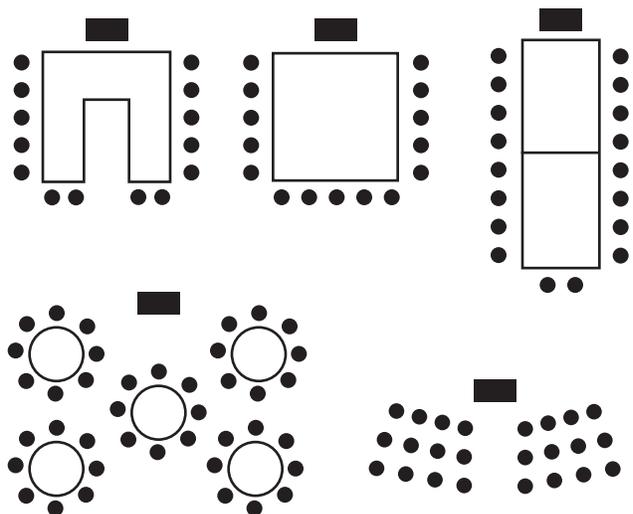
Don't let the success you've helped to build for your club lose momentum.

## Arrange Room and Equipment for Each Meeting

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Planning and preparation are the keys to a successful meeting. Arrive at the meeting room at least 30 minutes early. (See task checklist in the Appendix.) Start by arranging the tables and chairs. Your arrangement depends on the size and shape of the room, the number of people attending, the number of tables available, and the preferences of your club.

Basically, you will arrange seating so all members can see the lectern and, if possible, one another. It's also helpful if all members are seated at tables so they have a surface on which to write or place their materials. All tables and chairs should be in place before members and guests arrive. Following are some suggestions for different arrangements:



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After you have arranged the tables and chairs, set out the following:

- Lectern
- Gavel
- Club banner
- National flag (optional)
- Timing lights
- Guest book (Item 84)
- Promotional brochure (Item 99)
- Guest nametags (Item 231)
- Ballots (Item 163)
- Trophies, ribbons, buttons, etc.
- Club charter
- Educational materials, club newsletters, etc., for members to see

Display the club banner in the front of the room behind the lectern, to the left or right. The timing lights should be placed where they can be seen by the speaker but are not distracting. The best place to display them is toward the rear of the room to the right or left. The national flag, if displayed, should be placed to the left of the lectern from the audience's perspective.

If possible, set a table near the door. On it, display the guest book, nametags for guests, promotional brochures, club newsletter, product guide, order forms, and extra copies of the *Toastmaster* magazine. (Members who belong to more than one club may donate their extra magazines to the club for guests.)

Check the room temperature before the meeting begins.

After the meeting, return the room to its original configuration and state of cleanliness. This will help your club maintain good relations with the management of your meeting place.

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## **Greet Guests and Members at Each Meeting**

Finish your room preparations in time to begin greeting people as they arrive.

This is one of your most important functions as sergeant at arms. You should be standing by the door when the first person arrives, and remain there until the meeting begins. Smile and welcome everyone as they enter. Pay special attention to guests and new members and arrange for them to sit with experienced Toastmasters. (Have all guests sign the guest book and give

each a nametag to wear during the meeting. Present a Promotional Welcome Ribbon (Item 393) for that added "wow" factor.)

During the meeting, sit near the door so you can welcome late arrivals, prevent interruptions, and do any necessary errands.

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## **Greet the Area Governor and other Visiting Officers**

At least twice each year, your area governor will visit your club to observe the meeting and talk with officers. If yours is a company club, a company officer may attend occasionally. Warmly welcome guests such as these and escort them to the president.

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## **Arrange for Food Service at Meal Meetings**

If a meal is served during the meeting, it's your responsibility to determine how many and what kinds of meals must be prepared and to notify the restaurant. If you must collect payment from members, do so before the meeting begins or during a break. If beverages are available during the meeting, serve them yourself to avoid having members moving around while someone is speaking.

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## **Ensure the Meeting Starts on Time**

Make sure that everyone is seated and ready to start the meeting at the appointed time.

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## **Collect Ballots and Tally Votes for Awards**

If your club presents awards to the best speaker, best evaluator, and others during club meetings, you may be responsible for the voting process. Ask if your club uses a separate vote counter. Once you've confirmed that it's your job, you can take a few steps to succeed at it. First, keep plenty of blank ballots (Item 163) on hand and distribute them before the meeting begins. Then, when members have marked their ballots, collect them and count the votes for each award. Finally, give the results to the Toastmaster, or announce them yourself when called upon.

# Your Leadership Opportunity

Serving as sergeant at arms is your opportunity to develop and enhance your leadership skills. Following are some tips to help you become a successful leader.

## Successful Leaders

- **Set realistic and attainable goals.** As a member of your club's executive committee, you work with the committee to establish goals for the term. You also work with the social and reception committee to establish committee goals. For example, one of your committee's goals may be to ensure that each member and guest is greeted with a warm smile and a handshake upon arrival at every meeting.
- **Plan how to accomplish goals.** Work with the executive committee to set goals, design a plan of action, develop strategies, establish timetables, and monitor the club's progress toward those goals.
- **Delegate.** Delegation is the process of transferring responsibility from one person to another and empowering that individual to accomplish a specific goal. The five steps of delegation are:
  1. Prioritize what needs to be done. Look at your overall workload then identify things that can be delegated.
  2. Match the requirements of each responsibility with who is available and what they can handle.
  3. Assign responsibility. Clearly explain what the individual would be responsible for and what your expectations are so he or she can decide whether to accept or decline the responsibility.
  4. Empower the individual to make the decisions necessary to achieve results and ensure he or she has the tools and resources required to complete the work.
  5. Establish milestones, timelines, and ways to report progress to lay the groundwork for a successful project and establish a solid foundation for accountability.
 

As you begin to delegate more and more, always make yourself available to support your team along the way. And remember, the idea is to delegate – not abdicate.
- **Monitor progress.** Use the Distinguished Club Program (DCP) progress reports online, the Club Success Plan, and the communication and leadership achievement wall charts to track the club's and members' progress toward goals. Use the information to make alterations to goals if necessary.
- **Coach team members when necessary.** Coaching is essential and it helps team members recognize and manage their strengths and weaknesses. The four steps to coaching are:
  - Agree that a problem exists. You can't solve a problem until you and the team member agree there is a problem.
  - Discuss solutions. You and the team member should outline possible solutions to the problem.
  - Agree on an action. Explain what behavior is necessary to produce the desired result, and develop a timetable for carrying it out.
  - Follow up. Check periodically to see that the member is acting according to the agreement.

For example, a member of the reception committee (your club secretary) is in charge of monitoring the club's supply of ballots to use during club meetings.

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On two occasions, the club did not have enough ballots because the committee member did not fulfill her duties. This caused the meeting to go overtime because substitute ballots had to be created. You should:

- Speak with the secretary privately.
  - ◆ Start the conversation by acknowledging that there is an issue and obtain an agreement that having a correct membership roster is important and both you and the member want a resolution.
  - ◆ Share your side of the story and ask for theirs. For example, point out that if names and addresses aren't correct on the roster, some members may not know that dues are due and could end up paying dues late. This could affect the members' eligibility to run for office, compete in a speech contest, or vote in the club. Listen to the secretary, and then ask questions to make sure you understand his or her perspective. Is there a reason he or she isn't able to maintain a correct membership roster, such as family or work issues?
  - ◆ Make sure the secretary understands the responsibilities of the office.

- ◆ Work with the secretary to develop a plan for submitting members' address changes as soon as they are submitted. Discuss the tools and resources the secretary needs to improve the situation.
- Follow up with the secretary to ensure that standards are being met. Offer additional help if necessary.
- **Recognize achievement.** Reward team members who perform well. The reward isn't necessarily tangible – a “thank you” or a smile will often suffice, as will an announcement during a club meeting. For example, a club member created a special spreadsheet to keep track of the club's financial transactions, reports, and accounts. Announce the member's contribution during a club meeting. Make her feel special. The recognition will also motivate other members to achieve.  
For ideas on achievement recognition, go to [www.toastmasters.org/awards](http://www.toastmasters.org/awards).

## **Leadership Opportunities Beyond the Club**

Toastmasters International has several leadership development opportunities outside of the club environment. Visit [www.toastmasters.org/districtofficer](http://www.toastmasters.org/districtofficer) for more information.

# Appendix

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# Sergeant at Arms' Calendar/Checklist

The following calendar/checklist shows by month the activities and events you should address. You may use the blank lines to add items.

## June

*Before taking office in July:*

- Meet with the outgoing executive committee and obtain files from the outgoing sergeant at arms.
- Attend district-sponsored club officer training.
- Complete the Club Success Plan with the executive committee.
- Develop a club budget with the executive committee.
- Review the Product Guide or online store and order materials.
- Ask 1-3 members to serve on the reception committee.
- Obtain *When You Are the Sergeant at Arms* from the president and read it. (View a PDF of the manual at [www.toastmasters.org/whensaa](http://www.toastmasters.org/whensaa))
- \_\_\_\_\_
- \_\_\_\_\_

## July

- Attend district-sponsored club officer training if you didn't attend in June.
- Attend and participate in the executive committee meeting.
- Confirm meeting room availability.
- Maintain club equipment and supplies.
- Attend club meetings, arriving early to arrange the room and greet members and guests. Collect ballots and tally votes for awards, if applicable.
- \_\_\_\_\_
- \_\_\_\_\_

## August

- Attend district-sponsored club officer training if you didn't attend in June or July.
- Attend and participate in the executive committee meeting.
- Confirm meeting room availability.
- Maintain club equipment and supplies.

- Attend club meetings, arriving early to arrange the room and greet members and guests. Collect ballots and tally votes for awards, if applicable.
- \_\_\_\_\_
- \_\_\_\_\_

## September

- Attend and participate in the executive committee meeting.
- Confirm meeting room availability.
- Maintain club equipment and supplies.
- Attend club meetings, arriving early to arrange the room and greet members and guests. Collect ballots and tally votes for awards, if applicable.
- \_\_\_\_\_
- \_\_\_\_\_

## October

- Attend and participate in the executive committee meeting.
- Confirm meeting room availability.
- Maintain club equipment and supplies.
- Attend club meetings, arriving early to arrange the room and greet members and guests. Collect ballots and tally votes for awards, if applicable.
- \_\_\_\_\_
- \_\_\_\_\_

## November

- Attend and participate in the executive committee meeting.
- Confirm meeting room availability.
- Maintain club equipment and supplies.
- Attend club meetings, arriving early to arrange the room and greet members and guests. Collect ballots and tally votes for awards, if applicable.

- If your club elects semiannually, prepare to give files, manual, and materials to the incoming sergeant at arms.
- \_\_\_\_\_
- \_\_\_\_\_

**December**

- Attend district-sponsored club officer training.
- If your club elects semiannually, prepare to give files, manual, and materials to the incoming sergeant at arms.
- Attend and participate in the executive committee meeting.
- Confirm meeting room availability.
- Maintain club equipment and supplies.
- Attend club meetings, arriving early to arrange the room and greet members and guests. Collect ballots and tally votes for awards, if applicable.
- \_\_\_\_\_
- \_\_\_\_\_

*If the club elects semiannually, the incoming sergeant at arms must:*

- Attend district-sponsored club officer training.
- Ask 1-3 members to serve on the reception committee.
- Meet with the incoming executive committee to develop a club budget.
- Read *When You Are the Sergeant at Arms*. (View a PDF of the manual at [www.toastmasters.org/whensaa](http://www.toastmasters.org/whensaa))
- \_\_\_\_\_
- \_\_\_\_\_

**January**

- Attend district-sponsored club officer training if you didn't attend in December.
- Attend and participate in the executive committee meeting.
- Confirm meeting room availability.
- Maintain club equipment and supplies.
- Attend club meetings, arriving early to arrange the room and greet members and guests. Collect ballots and tally votes for awards, if applicable.
- \_\_\_\_\_
- \_\_\_\_\_

**February**

- Attend district-sponsored club officer training if you didn't attend in December or January.
- Attend and participate in the executive committee meeting.
- Confirm meeting room availability.
- Maintain club equipment and supplies.
- Attend club meetings, arriving early to arrange the room and greet members and guests. Collect ballots and tally votes for awards, if applicable.
- \_\_\_\_\_
- \_\_\_\_\_

**March**

- Attend and participate in the executive committee meeting.
- Confirm meeting room availability.
- Maintain club equipment and supplies.
- Attend club meetings, arriving early to arrange the room and greet members and guests. Collect ballots and tally votes for awards, if applicable.
- \_\_\_\_\_
- \_\_\_\_\_

**April**

- Attend and participate in the executive committee meeting.
- Confirm meeting room availability.
- Maintain club equipment and supplies.
- Attend club meetings, arriving early to arrange the room and greet members and guests. Collect ballots and tally votes for awards, if applicable.
- \_\_\_\_\_
- \_\_\_\_\_

**May**

- Attend and participate in the executive committee meeting.
- Confirm meeting room availability.
- Maintain club equipment and supplies.
- Attend club meetings, arriving early to arrange the room and greet members and guests. Collect ballots and tally votes for awards, if applicable.

- 
- Prepare to give files and materials to the newly elected sergeant at arms.

- \_\_\_\_\_
- \_\_\_\_\_

*June*

- Attend and participate in the executive committee meeting.
- Confirm meeting room availability.

- Maintain club equipment and supplies.
- Attend club meetings, arriving early to arrange the room and greet members and guests. Collect ballots and tally votes for awards, if applicable.
- Meet with the incoming executive committee and give files to the newly elected sergeant at arms. Help prepare the new sergeant at arms for office.

- \_\_\_\_\_
- \_\_\_\_\_

# Web Resources

Club Officer Roles	<a href="http://www.toastmasters.org/clubofficers">www.toastmasters.org/clubofficers</a>
Communication Track	<a href="http://www.toastmasters.org/commtrack">www.toastmasters.org/commtrack</a>
Conduct Club Business	<a href="http://www.toastmasters.org/clubbusiness">www.toastmasters.org/clubbusiness</a>
DCP Rules and Requirements (PDF)	<a href="http://www.toastmasters.org/dcpmanual">www.toastmasters.org/dcpmanual</a>
Educational Program	<a href="http://www.toastmasters.org/educprogram">www.toastmasters.org/educprogram</a>
Leadership Track	<a href="http://www.toastmasters.org/leadtrack">www.toastmasters.org/leadtrack</a>
Logos	<a href="http://www.toastmasters.org/logos">www.toastmasters.org/logos</a>
Meeting Roles Descriptions	<a href="http://www.toastmasters.org/meetingroles">www.toastmasters.org/meetingroles</a>
Order Form (PDF)	<a href="http://www.toastmasters.org/orderform">www.toastmasters.org/orderform</a>
Order Products Online	<a href="http://www.toastmasters.org/shop">www.toastmasters.org/shop</a>
Organization Chart (PDF)	<a href="http://www.toastmasters.org/orgchart">www.toastmasters.org/orgchart</a>
Policies and Procedures	<a href="http://www.toastmasters.org/policiesandprocedures">www.toastmasters.org/policiesandprocedures</a>
World Headquarters E-mail Addresses for Member Questions	<a href="http://www.toastmasters.org/departments">www.toastmasters.org/departments</a>
Sergeant at Arms Leadership Through Service	<a href="http://www.toastmasters.org/leadthrusvc">www.toastmasters.org/leadthrusvc</a>

# Tools for Success

*Following are some materials you may want to order to ensure a successful term as sergeant at arms:*

1310O	<i>Sergeant at Arms Essentials</i>	84	Guest Book
163	<i>Ballots and Brief Evaluations (Set of 500)</i>	231	Guest Information Card and Badge (Set of 25)
393W	<i>Promotional Welcome Ribbons (Set of ten)</i>	6766	Promotional Pen
1205	<i>Product Guide (up to two copies free)</i>	6697	Rolling Cart
		6770	Promotional Magnet

*Order online at [www.toastmasters.org/shop](http://www.toastmasters.org/shop).*

# Meeting Room Checklist

*Here is a checklist of tasks for preparing your club meeting room:*

- \_\_\_ Arrange tables and chairs
- \_\_\_ Check room temperature
- \_\_\_ Set up lectern at the front of the room
- \_\_\_ Place gavel on lectern
- \_\_\_ Hang club banner behind the lectern to the left or right
- \_\_\_ Display the national flag (optional) at the front of the room to the left of the lectern
- \_\_\_ Set up timing lights toward the rear of the room to the right or left where they are visible to the speaker
- \_\_\_ Set the guest book, pen, and nametags for guests on a table near the door
- \_\_\_ Set out promotional brochures, educational materials, club newsletters, guest book, Product Guide, order forms, the *Toastmaster* magazine, club charter, and other materials on a table near the door
- \_\_\_ Place ballots on each seat
- \_\_\_ Display trophies, ribbons, buttons, etc., at the front of the room near the lectern so they are visible to the audience

# Standards for Other Officers

It is important that you understand the standards of your fellow club officers. Following are brief descriptions of each.

**President.** The president serves as the club's chief executive officer, responsible for general supervision and operation of the club.

*Standards at the club meeting are:*

- Ensure the meeting starts and ends on time
- Make sure guests are warmly and enthusiastically welcomed and introduced
- Allow time before and after the meeting to speak with guests
- Read and/or display the club mission at every meeting
- Discuss the DCP and the club's progress and achievements in it
- Recognize member achievements in Toastmasters and in their personal lives
- Report on the Moments of Truth the club is achieving

*Standards outside of the club meeting are:*

- Attend district-sponsored club officer training
- Ensure club officers meet standards
- Analyze and evaluate the club's strong and weak areas with the executive committee
- Oversee a plan to achieve Distinguished Club Program (DCP) goals and ensure the club is a Distinguished Club
- Encourage communication and leadership development through promoting of CC, AC, CL, and AL awards
- Ensure the club has an ongoing membership-building campaign
- Attend and vote the club's proxy at district council meetings or authorize a club member to do so
- Attend the Annual Business Meeting at the International Convention and vote the club's proxy or send an authorized delegate or alternate
- Oversee administrative operation of the club in compliance with the Club Constitution and Bylaws
- Maintain relationships with the district and Toastmasters International World Headquarters

- Schedule and chair monthly executive committee meetings
- Arrange for a replacement if he or she is unable to attend a club or executive committee meeting
- Search for leaders, ensure all club offices are filled for the succeeding term, and conduct timely elections
- Prepare his/her successor for office

**Immediate Past President.** The immediate past president:

- Provides guidance and serves as a resource to club officers and members
- Chairs the nominating committee
- Assists in the preparation of the Club Success Plan
- Promotes the club's efforts to become a Distinguished Club

**Vice President Education.** The vice president education (VPE) is responsible for planning successful club meetings so that each member has the opportunity to achieve his or her educational goals. The VPE is the second-highest ranking club officer, presiding at club and executive committee meetings in the absence of the president.

*Standards at the club meeting are:*

- Assign each new member to be a Table Topics participant at the first meeting after joining, to a meeting role at the third meeting or earlier, and to give the Ice Breaker manual project at the fourth meeting or sooner
- Ensure a club member conducts *The Successful Club Series* presentations "Evaluate to Motivate," "Moments of Truth," "Mentoring," and "Finding New Members for Your Club" at least once per year
- Monitor club performance quarterly in cooperation with the club president
- Initial members' Project Completion Records and ensure eligible members fill out their award applications

- 
- Greet guests warmly and enthusiastically
  - Preside over meetings when president is absent

*Standards outside of the club meeting are:*

- Attend district-sponsored club officer training
- Plan club meetings, completing schedules and assignments at least three weeks in advance and confirming each schedule five to seven days before the meeting
- Promote participation in the educational program. Track all members' progress toward education awards (CC, CL, ACB, ACS, ACG, ALB, ALS, DTM)
- Orient new members to the Toastmasters program within two meetings after they join
- Assign every new member a mentor
- Attend club executive committee meetings
- Attend district council meetings and vote the club's proxy
- Vote at the Annual Business Meeting
- Arrange for a replacement if unable to attend a club meeting
- Prepare successor for office

**Vice President Membership.** The vice president membership (VPM) is the third-ranking club officer.

*Standards at the club meeting are:*

- Greet guests warmly and enthusiastically and have each complete a guest card
- Report on current membership, promote membership campaigns, and welcome new members
- Work with the president and VPE to ensure each new member is formally inducted at the first meeting after being voted in by the club
- Help guests wishing to join complete the Application for Membership
- Speak with fellow members to determine if their needs are being met

*Standards outside of the club meeting are:*

- Attend district-sponsored club officer training
- Conduct an ongoing membership-building campaign
- Promote club and Toastmasters International membership-building programs and conduct a minimum of two formal club membership campaigns annually

- Follow up on and keep track of guests, new members joining, and members not attending meetings
- For all prospective members, explain the educational program, get their commitment to join, collect membership applications, bring applications to the club for voting and, if the members are accepted, collect dues and fees and give them to the treasurer with the applications
- Assist the VPPR with maintaining the club Web site and newsletter
- Ensure club's meeting time and location are listed correctly on the club Web site, promotional material, and with World Headquarters
- Attend club executive committee meetings
- Attend and vote at area council meetings
- Arrange for a replacement if he or she is unable to attend a club meeting
- Prepare successor for office

**Vice President Public Relations.** The vice president public relations (VPPR) is the fourth-ranking club officer.

*Standards at the club meeting are:*

- Announce upcoming events and programs
- Gather information for the newsletter or Web site from club members
- Greet guests and members warmly and enthusiastically

*Standards outside of the club meeting are:*

- Attend district-sponsored club officer training
- Protect and publicize the Toastmasters brand
- Promote the club to local media
- Maintain a club Web site
- Join a Toastmasters-moderated social network
- Produce and distribute a club newsletter, preferably via e-mail
- Promote membership campaigns
- Attend club executive committee meetings
- Attend other Toastmasters events
- Arrange for a replacement if he or she is unable to attend a club meeting
- Prepare his/her successor for office

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**Secretary.** The secretary is the fifth-ranking club officer.

*Standards at a club meeting are:*

- Record and read meeting minutes
- Greet guests and members warmly and enthusiastically

*Standards outside of the club meeting are:*

- Attend district-sponsored club officer training
- Maintain an accurate membership roster and give it to the VPE to submit with dues
- Submit the club officer list online or mail it to World Headquarters
- Handle general club correspondence
- Keep club files, including the club charter, Constitution and Bylaws, minutes, resolutions, and correspondence
- Attend club executive committee meetings
- Arrange for a replacement if he or she is unable to attend a club meeting
- Prepare successor for office

**Treasurer.** The treasurer is the sixth-ranking club officer.

*Standards at the club meeting are:*

- Receive completed new member applications and dues
- Announce when dues are due and explain the dues structure

- Greet guests and members warmly and enthusiastically

*Standards outside of the club meeting are:*

- Attend district-sponsored club officer training
- Prepare a budget to be approved by the executive committee and membership
- Provide the bank with a new signature card
- Prepare and send dues statements
- Collect and send dues to World Headquarters
- Work with the VPPR to contact members who have not paid dues
- Submit new member applications and dues to World Headquarters online within 48 hours
- Pay bills as due
- Keep records of all financial transactions
- Present quarterly verbal and written financial reports
- Submit club accounts for audit
- Attend club executive committee meetings
- Arrange for a replacement if he or she is unable to attend a meeting
- Prepare successor for office

# Leadership Evaluation Guide

All Toastmasters know that feedback is essential to learning. This is true for leadership roles as well as for presenting speeches. Before you leave office, make copies of this evaluation guide, distribute it to club members and ask them to evaluate your performance as sergeant at arms. You can use the information to improve your performance in your next leadership role and to help you prepare your successor for office.

**Note to the Evaluator:** Each club officer must meet performance standards. These standards guide officers in understanding their roles while helping members identify the performance they should expect from club officers. Please answer the questions below pertaining to the sergeant at arms' standards and offer comments or specific recommendations where warranted.

- What new information or practices did the sergeant at arms learn at club officer training and other district events that he or she shared with the club?
  
  
  
  
  
  
  
  
  
  
- Was all club equipment maintained?
  
  
  
  
  
  
  
  
  
  
- Did the club always have sufficient supplies for each meeting?
  
  
  
  
  
  
  
  
  
  
- What administrative challenges did you observe the sergeant at arms face during his/her term and how effective was his/her response to these challenges?
  
  
  
  
  
  
  
  
  
  
- Were all members and guests greeted warmly and enthusiastically?





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