



DISTRICT COMMANDER TRAINING MANUAL

2012-13 EDITION

INTRODUCTION

To be an effective District Commander, one needs to have a good understanding and willingness to develop his diplomatic and administrative skills to become 'the' resource for Base Commanders; and at the same time, prepare and maintain an up to date DC Manual for an eventual relief. As technology advances, so must a DC's grasp of the resources available to him. One such very valuable resource is the USSVI website; www.USSVI.org

Our USSVI history along with Constitution & Bylaws, Policies & Procedures Manual, Administrative Guides, Programs, Documents, and Communications vital to the proper functioning of our Organization are all located on it.

As District Commander, you are the mentor and resource for Base Commanders who need to know how to manage their Bases and also train their relief when the time comes.

This manual (hereafter called the DCM) will help you become more proficient in your job and also to help train Base Commanders and their staff as well. It is also realized that the job is complex and the requirements and knowledge vast. **But it is also a fact that this entire manual is not all inclusive nor is it intended to be followed 100% in all areas. Pick out those things that particular Bases need help with and use them.** Every Base has strengths and weaknesses. Your job is to know them and work to bolster the weaknesses and also to share the strengths with others.

This DCM was born in Norfolk at the 2012 USSVI convention during the District Commander's meeting, firmly set in place, and authorized at the Post Annual Business Meeting). Versions of it

have been around for several years. The committee writing this manual is made up of officers in the organization from E-Board members, DCs and others who understand a need for such a manual.

Your input and that of RDs are encouraged. Future editions will contain changes if they are considered appropriate and apply to all. Send changes to the National Secretary, who will forward them to the committee. This manual will not, for example, contain a copy of the PPM or C&B but will contain links at the end to those documents. There is a Base Commander's Qual card and a DC Qual card but neither is mandatory. These will be reviewed and added to the National site or placed here in future editions.



BBQ seen in North Carolina



Our Districts

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DEFINITIONS

ABM	- Annual Business Meeting
A/S	- American Submariner magazine-Quarterly
BASE	- The local chapter of Submarine Veterans or Internet Base
BC	- Base Commander
C&B	- National Constitution & Bylaws on USSVI.org
DC	- District Commander
DCM	- District Commander's Manual -This volume
EBOD	- National E-Board
K4K	- Kaps-4-Kids cancer program

MAL - Member At Large –No Base affiliation
 NC - National Commander
 NS - National Secretary
 NSVC - National Senior Commander
 NJVC - National Junior Vice Commander
 NT - National Treasurer
 PPM - Policies & Procedures Manual
 RD - Regional Director
 Sub Vets- USSVI-USSV-American Submariners
 VA - Veterans Administration
www.USSVI.org National Website

Art. 7 Section 6 of USSVI Bylaws as amended September 8th, 2012 gives the specifics of your election or appointment. That link is available at:

https://www.USSVI.org/Documents/Online_Organization_2012_USSVI_Bylaws.pdf

(if typing this Web address, please know that there is an underscore "_" between words and not a blank space)

It states your term of office is 2 years; the RD shall conduct the election, the need for a nomination letter, the manner of voting, and the need for your replacement if needed for retirement, medical or other reasons.



DC DUTIES

It's not really that bad! Relax and read on.

Article 5-Section 7 of Bylaws.

DISTRICT COMMANDERS:

The District Commander is directly responsible to the Region Director for the conduct of organizational business within his district.

The duties of the District Commanders shall include but **not be limited to:**

- a. Serve as non voting members of the Board of Directors.

b. Assist Base Commanders within their respective districts in the performance of their duties, to insure the proper operation of base meetings, events, recruiting and retention which will be discussed later.

c. Appoint Committee Chairmen and appointed officers required to conduct District business. No restrictions here. If you need an assistant or a web master, go for it. You will not get additional budget amounts for them however.

d. Represent his respective District at official functions. This may include dedications of Veteran memorials, plazas, or flags. Attend Veteran Day ceremonies

e. Assist the Region Director with oversight of the performance of all Base Commanders within his district; the performance guidelines having been established by the Region Director. Work with your Regional Director to effect changes within your District to either move bases into or out of your District based on distances. Districts do not have fixed boundaries nor do Regions nor are either bound by state boundaries. An example is the new Western District 7 which was created from four far eastern bases from three states in Western District three and two western bases from the Central Region.

f. Approve Base Constitution and Bylaws, insuring compliance with National and State laws regulating the operation of the organization within his district (i.e. chartering, maintaining non-profit status, etc.)

g. Actively promote the establishment of new bases with the assistance of the New Base Development Committee (NBDC) and your RD. There are many SubVets in each city in your District. Build a push pin map of your district with two different color pins. One color for established bases and another for any town/city over 20,000. There should be about 15+ submarine veterans at least in those towns/cities. More if near large power plants (there are 104 nuclear plants in the U.S. mostly in the eastern half of the U.S. You might also include a third color for cities just outside your established District that would make more economical sense to be within your District or viceversa than others because of distance.

h. In coordination with his Region Director, may perform as liaison with other veteran organizations. Develop good relations with DAV, American Legion, FRA, Naval Reserves, VFW, VA in each of your cities. Some have a monthly or quarterly meeting with their senior staff and representatives of all Veteran groups within range to discuss improving the VA experience for veterans and gain other knowledge of changes in the VA system. Most also have a teleconference with their regional headquarters and other VA facilities. Does yours have this meeting and can you attend? If not ask them to start such a program.

i. Prepare written reports on the 'state of the district' to be given to your Regional Director as requested with copies for publication in each of the District's Base Newsletters.

k. Prepare a "Turnover" folder for your relief containing all information and material relative to your office. This manual is part of the Turnover folder. This should be a binder with all correspondence, important emails, Base and District Newsletters, etc. It may also contain computer disks. Make notes and keep in front or back referencing each page at the top right.

1. Require the District Commander to create a quarterly newsletter for Base Commanders within his district. Four times per year is all that is asked. You are not expected to win the Newsletter of the Year award if you don't have a super editor. It must also be a paper document for those without email and a copy for your relief binder.

Materials and expertise needed for your job:

1. 3 ring binder- See "k." above. This binder will (then) become your "Relief Folder" as directed (to do) in the Bylaws. It should contain a copy of the National C&B with current revisions. The PPM, Base Development Handbook, Tolling of the Boats ceremony are all on USSVI.org.
2. Roster of National Officers & E-Board members with addresses/phone/email
3. Roster of District Commanders in your Region with addresses, phone, email, and any Web sites. Get to know these people. Talk to them and gain their expertise. Share problems and solutions.
4. New Oath of Office in its own tab.
5. Newsletters
6. District Commander Guide (This manual)
7. Tab for each Base in the District that contains info such as address, meeting times and places, Base officers, addresses, phone numbers and email info, POC contact info, Website URL, Newsletter URL, Map Quest directions to the Base from your residence, recent copy of one or two of their newsletters. Include correspondence to the Base. Most of this info is available on the USSVI.org website. A tab of each District program if there are any. Usually these will be voluntary in any case. K4K might be an example of a program that you might want to push. But don't demand that all Bases participate.
8. A section on Membership, with info on prospects including all submarine veterans locatable in Decklog.com in your district, MAL list for your District (get this from National Office) and other possible member information.
9. Suggested tabs for District emails/bulletins, another for Regional emails/bulletins, a tab for each Base, the above C&B, a copy of the PPM, a tab for meeting improvement, a tab for retention hints and another for projects. This binder becomes your relief folder mentioned above.
10. Copies of the Travel Expense Reimbursement Policy (Change mileage rate to .40/mile.) Also copies of the Expense and Itinerary Report form as amended in 2012. The Itinerary Report is a form stating what you accomplished with the visit and what follow-up is needed. Then the Expense Reimbursement form is self explanatory. Remember you must have RD approval for travel before the fact.
11. A very strong knowledge of USSVI.org website. This cannot be emphasized enough. It is also a very good thing to do in the winter months. Learn this so you can help BC's teach Base members. It is part of their benefits.
12. A collection of Base/District Newsletters from other Regions. We all have shipmates in other parts of the country. Let's share the knowledge. If via email put on a thumb drive or a disk. Don't reinvent the wheel if some other Base has already done it and has refined it.

PROJECTS

Without projects to work on Bases will become stagnant. They give Base members a focus and pride. Be it working on a memorial, museum boat, local civic project or a national program makes no difference. National does NOT dictate what you should be doing. K4K, scholarships, boat museums, and memorials seem to be top current vote getters.

1. A list of over 100 ideas of what other Bases have done or are doing will be sent out via the POC network a few at a time under the heading of, "Suggested Base Projects."

RETENTION

1. Create a Base Officers MEMBER RETENTION SCORECARD: Be honest in each category. This is designed to help you retain members.

Grade yourself on each statement (1-4) based on:

- a. 1 point-Are you kidding?
 - b. 2 points-Sometimes we do, sometimes we don't
 - c. 3 points-Yes, more than 75% of the time
 - d. 4 points-Absolutely
1. We identify and document initial expectations and interests of our NEW members. _____
 2. We communicate with new Base members regularly their first year (especially at meetings) to ensure their initial expectations are being met as were recorded in #1 above. _____
 3. We contact existing members regularly to discuss their experiences and understand their evolving needs and expectations of the Base. _____
 4. We collect, review, and manage member intelligence (e.g. member inquiries, needs, feedback, ideas, participation, and personal information). _____
 5. We help members willing to connect with others in the Base, form alliances (same rates or similar civilian work experiences for example) and assist them in participating in our Base with its activities, committees, meetings, etc. _____
 6. We listen well to members' concerns, ideas, and suggestions and provide timely follow-up, and let them know their issues are being addressed. _____
 7. We reward members for their loyalty, longevity to the Base, for providing feedback, referring others to us and with recruiting new members. _____
 8. We share our plan for the Base with members and regularly communicate about our goals and accomplishments and their progress or completion. _____
 9. We evaluate and modify our benefits to align more with our members' current and evolving needs. _____
 10. We, in fact, have developed, refined, maintain, and actively pursue a retention program. _____
 11. We involve all Base members in developing a budget for Base activities. _____

12. We allocate, in the budget, resources for retention planning and implementation. _____

Scoring:

43 - 48 points: You're doing great in retaining members. Share your best practices with others. 42 – 36 points: You're implementing some retention strategies and should use them consistently. 35 – 26 points: You're spending more resources to recruit members than to retain them. 25 or less points: You're losing members faster than you can recruit them.

Why Is Member Retention a Challenge? Retention is a challenge for member-based organizations for a variety of reasons. Depending on the organization's business environment, culture and structure, and ability to meet its members' expectations, specific retention challenges could be different. For most organizations, member retention is a challenge due to these common factors: [Competition] There are more member-based organizations than ever before. There are 54 Veteran related organizations that are associated with the VSO (Veteran Service Organization). This does not include the service organizations in the community such as Shrines, Kiwanis, Rotary, Elks, Lions, JC's (313 service groups are active) and then you have churches, scout groups, gun clubs, hobby clubs, golfers, bowlers, fishermen, workaholics, etc.

According to the American Association of Fundraising Counsel, as of 2005, the IR recognizes over 1.6 million organizations as tax exempt under Section 501(c) of the Tax Code. Trade or business associations and chambers of commerce fall under this classification. Many are competing for some of the same customers. With the vast choices available in many communities, business persons and entities may choose to be a member of the local Rotary chapter, Chamber of Commerce, trade associations, business council, civic or other type of organization. They may belong to one organization, or several, depending on the purpose and benefits they receive.

Lack of Perceived Value: In lean times, as witnessed with the recent downturn in the economy, businesses and individuals may cut back on the number of organizations they belong to and focus their commitment on the ones that provide the greatest perceived value. A Base member in the SW was asked why they didn't have more members from the large nuclear plant. He said he had tried but all they wanted to know was when the party start and what was in it for them.

4. Retention will improve if the member knows someone care about them individually. Have a committee that calls each member needing to renew, then switch off and have another member call them. You can ask why they might not be interested and try and find solutions, but often having more than one member calling makes them feel wanted. The most successful, of course, is to have a phone chain and call all members during the year to help remind them of meetings and to keep up with them and their families. They are much less likely to drop out. **It is important to institute a Sea Daddy Program in every Base. This is a program in which the Base Commander or recognizable person in the Base phones each member periodically just to chat and stay in touch with every member.**

BENEFITS TO MEMBERS OF USSVI

Have you ever stopped to consider what membership in USSVI can bring to you? What benefits are there other than the obvious American Submariner magazine and that first patch? USSVI is a fraternal type service organization. We are a small yet very proud organization of men who wear a distinctive pin on our chests telling everyone that we have truly served our country and gone in harm's way. We don't have large corporate sponsors to fund our programs and only recently opened a national office staffed by volunteers. We have only one Base (chapter) that has its own physical meeting place, yet many have been adopted by local veteran organizations such as American Legion, VFW, DAV, and others who give us a meeting room. Until we can grow stronger we will be forced to live with each other in the spirit of united service organizations and do what we can to work our Creed of "perpetuating the memory." That spirit shows in what one Base uses as its local purpose of being:

"The purpose of our Base is to perpetuate the memory of our shipmates who have given their lives in service to their country while serving in the U.S. Submarine Service, as well as all those who have or are serving with honor and dedication in the pursuit of their duties aboard U.S. Submarines. It is also our purpose to provide for the common welfare and mutual benefit of all submariners who believe in a duty to love their country, support its Constitution, obey its laws, respect its flag and defend it against all enemies, foreign and domestic."

Not all the benefits listed below may apply to you or your Base members. There are many more specific to your Base/area and what its projects/goals are. Some may even be available to the general public and not just to U.S. Submarine veterans. You may live in an area with few submariners or perhaps hundreds of miles from a submarine museum boat (there are 21 of these of which 14 served in WWII and just 5 in the middle of the country and the rest on the coasts.) Some of the items below are dependent on the Internet for access or on your ability to travel, but all are available if you want them.

1. American Submariner (A/S) magazine. It will arrive quicker to you on-line.
2. Reunion lists and reunions with many boats at our National yearly convention.
3. Holland Club membership upon your 50th anniversary of putting on your dolphins.
4. National conventions yearly with their programs, tours, meetings, camaraderie, vendors of submarine memorabilia, memorial services and active duty Navy types to chat with.
5. Ability to sponsor the A/S to active boats and other commands
6. Some Bases have formed close associations with active boats. A benefit might be a

tiger cruise for some of your members.

7. Help with searching for lost shipmates, reunion planning or Base formation.
8. You receive a patch and a decal
9. Many Bases give free membership if you are a Holland Club member.
10. Camaraderie at local meetings and events
11. Scholarships for children and grandchildren
12. Free Veterans information
13. Ability to run for office to effect change
14. Base newsletters to keep you informed of Base and National happenings.
15. Several on-line Bulletin Board systems for Base officers.
16. Find out what happened to your old boat and its history after you left.
17. Take part in Base functions in the community. Some Bases have built replica submarines as floats. (The) Al Singleman has plans for many types. Some have fund raiser events to support their projects. This also has the benefit of raising public awareness to the fact that there is a SubVet organization.
18. Many Bases take part in their own designed fund raising events to help support restoration efforts to their museum boat or their own caring program.
19. There is a National project to give dolphin embroidered caps to children who are cancer patients. This is our fabled K4K program.
20. Pride in belonging to the largest submarine association on the planet.
21. You should be encouraging your members to opt for the on-line version of our magazine to save the organization money. Plus they get it quicker and with more content.
22. Participate in the very moving “Tolling of the Boats” ceremonies held to honor all the missing boats from all eras.
23. Do our Museum Boats need help?



This is the Marlin submarine in Freedom Park/Omaha, NE after the 2011 flood

24. Take part in Base functions such as tours of other military establishments, museums,

- ball games and work weekends to help maintain the museum boats and (even) be a guide to the public if you wish.
25. Assist in getting local streets, highways, bridges named for SubVets
 26. Work with NROTC, Sea Cadets, and schools to help educate them of submarine history.
 27. Free admittance or discounts to the many submarine museums.
 28. Get privileged tours of modern U.S. Submarines if you are part of a group or Base having a special event or supporting a particular namesake boat.
 29. Guest speakers at meetings. One Base had an Indianapolis survivor from WWII speak. Another had a CO of a FBM and a Sub Tender speak on the USS San Francisco and USS Dolphin accidents. (as he was on the board.)
 30. Meet Submarine book authors at functions and the National Convention.
 31. Take part in meetings several Bases have on museum boats.
 32. You can effect change in the Constitution and Bylaws of the National Organization or serve on committees.
 33. You will have the honor of meeting with those surviving members of Submarine Veterans of WWII.
 34. You can assist those members who have disasters befall them. The fire at San Diego, the Rhode Island nightclub fire, and Katrina hurricane damaged areas have received help from USSVI
 35. Help in the “perpetuating the memory” by working to supply more materials to the National Library and through efforts to scan and preserve its records.
 36. Knowing that your support, (and) funds or direct labor in some cases are helping to build or preserve submarine memorials.
 37. There are Bases "on-line" if you have a computer but are unable to travel or attend meetings.
 38. There are Bases in 48 states and 13,500 members to share your stories with.
 39. There are several places/museums/libraries that will accept your submarine books and memorabilia cases so that they are shared with the public.
 40. A guide to all submarine memorials and where they are located.

***This list is NOT inclusive. Each of the 160+ Bases has many projects in their communities and states that support many activities of other groups as well.

1. The Bottom Line is the First Year Member.

While the first year of membership offers the best opportunity to lay the foundation for long-term loyalty to your Base, it's also the year that Members are most likely to leave your Base. Successful organizations not only go after new members but also spend a considerable amount of time and effort retaining current members or at least it should be a priority. Whether you are focusing on first or second year Members, take the time to find out what each individual wants from his or her Base. When new Members feel they are getting a lot out of their Base, they will be more willing to participate and commit to remaining a Member for years to come. Exit polls are too late to retain members but may help down the road. Try and get a new member involved immediately.)

with an experienced member and will help mentor him. Being involved keeps many from dropping out. Even Cyber Bases can have a Mentor program.

Is it a “privilege” to be a Member of your Base?

- Retention starts with recruitment.
- When you lose a Member you must recruit two in order to show growth.
- Renewal is only the last step in the long process of retention.
- Members are neither identical nor interchangeable.
- Pay special attention to new Members so they will convert to lifetime Members.

ATTENDANCE ISSUES

Poor attendance and excessive losses are symptoms of the same problem. Steps to improve one usually improves the other. The Membership Committee’s method of enrolling and involving new members, an active Program Committee, and good meeting programs have a beneficial effect upon attendance and member tenure.

Correcting basic problems requires broad perspective and actions not available to Base Committees. A Base’s Board of Directors is uniquely suited to make necessary evaluations and initiate corrective actions.

Reasons for Losing Members

Small losses cannot be prevented. Most uncontrollable losses fall into one of the following categories:

1. Death
2. Economics
3. Health
4. Military Service
5. Business Conflicts
6. Moving from the Community

Historically, most organizations lose 20% of their membership each year!

An analysis of Base practices and procedures will reveal reasons that fall into a few broad categories. Depending on the Board’s willingness to take action and effect improvements, all categories are manageable.

CONTROLLABLE LOSSES

Poor Base Leadership. Fix by training or hold a new election. Some leaders are the only guys who raise their hands when the old leaders want a relief. A good leader should understand the type of organization he leads and recognize the reasons individuals join and then give opportunities for all Members to use their talents and leadership skills.

Failure to assign responsibility. This is fixed by distributing responsibilities to give more members the opportunity for service and recognition.

Old-timers usurp leadership. If all they want is to tell sea stories, invite them to stay around with their cronies at the end of the meeting to do so.

Internal politics. When a Base Commander operates a one-person administration, or dictatorship, or when someone thinks they are a better leader usurps authority, a Base will have problems. Give this person a job to do. These problems must be addressed immediately or your members will see them and stop attending. Base objectives may play a part here.

Service activities program too narrow; lacks variety or perhaps you have been doing the same thing for too long. Or perhaps the time and work involved is too strenuous. Remember this is a volunteer organization and too much for too long will create problems of retention and meeting attendance as well. Most Members will object to too much work, like ticket selling or fundraising. Share assignments and responsibilities to prevent resentment and ill feeling.

Lack of social affairs. No fun. No activities including spouses/families. We have Bases that do NOT allow wives to attend! Why? Maybe meeting attendance would improve if wives were involved.

The Base with a wide variety of activities will motivate a greater number of Members than the Base with limited projects. Without activity, a Base's membership will soon diminish to the few who joined simply to belong to something or believe that because they wear the dolphins they have the right to belong. We also have members who only join for the magazine. Overcoming inactivity will revitalize a Base and make it an integral part of a progressive community, give current Members pride in membership, and motivate other individuals in the community to join.



Base Meetings

Plan the meeting! The 4 P's of meetings:

1. Purpose
What is the purpose? Don't get in the trap of having a meeting because it's that time of the month again! Most meetings will have a set format but some won't have a purpose unless it is set up prior to the meeting.
2. People
Make sure key people are present and have roles assigned. Have a time keeper to ensure discussions stay on track and do not run long. Invite strangers or other veterans or people you know are submarine veterans but have never joined.
3. Place
Inappropriate meeting places cannot to be tolerated. There are many nice community rooms available without charge. Don't feel you must always meet in the local "vets" club. Is that the image we wish to portray? Would your pastor/wife/brother enjoy meeting there? Do you need a blackboard or flip charts or a screen? How's the noise level. Is the Rotary having a meeting next door through a sliding divider wall? Lighting and ventilation are key. Should the Base Commander be behind a podium or should he just be a part of the group at a round table type discussion. It is dependent on the size but get as close as you can.

Preparation

Scenario: "Since we didn't bother to give you any material to review in advance here's a 25-page report. Read it over and we'll discuss in 10 minutes and get your comments which won't mean much as nothing will be done in that length of time anyway!" What? Plan the meeting and what is needed before hand is the message here.

- A. Participants are not prepared or organized
- B. Meeting rules not understood (format of meeting and timing of topic changes or breaks)
- C. Agenda not prepared and not prioritized

During the Meeting: The four F's of Flow

1. Focus
Prioritize the agenda and stay on track. Be aware of time, record ideas and decisions (this function is handled by the Base Secretary)
2. Facilitation
This person, generally the Base COB, is your timer and who insures the group stays on focus. No side conversations. Make sure the discussion leader is not heavy handed. Do not be so strict with Roberts Rules or do more talking than listening. Most people do not respond well to over-controlled meetings. They feel manipulated or useless and soon tune out.
3. Feedback

Observe and respond to all feedback from members. Learn to turn feedback into ideas and then solutions. Do not go back over material already covered for late comers. This encourages late behavior. If you give negative feedback quickly, ideas will die in infancy. Some people may become hostile at attempts to thwart the meeting purpose.

4. Fun & Fellowship

Use humor and laughter to lighten things up while still getting serious work done

Finally: The Four Steps of Completion

1. Consensus
Make win-win decisions by consensus
2. Closure
Establish clear action steps, timetables and responsibilities. End on time
3. Critique and Celebration
Evaluate what was accomplished and the effectiveness of the process, affirm everyone's contribution
4. Communication
Make a permanent record of the meeting results and distribute to participants and others unable to make the meeting, then follow up on projects.

Additional tips:

- Open each meeting with a joke, story, inspirational quote or startling statistic.
- Use props, music, skits, stories or tricks to obtain the interest of your members.
- Wear a costume that represents your group's theme or the meeting's objective.
- Ask each member to wear a hat, a certain color shirt, or some other item to promote a team atmosphere.
- Have food. Ask a different member at each meeting to bring a snack for the next meeting. Or have a snack potluck.
- Rather than memos or emails to announce an upcoming meeting, make party invitations or tickets for admission.
- Make the meeting room an uplifting place with submarine pictures, or other decorations.
- Have refreshment breaks or intermissions.
- Send a puzzle piece to each member; then have them bring the pieces to the meeting to put together. Have the puzzle relate to the meeting specifically. Get people involved by having them tell stories, experiences or make up analogies to clarify points.
- Start the meeting by giving the group 2-3 minutes to ask the person on their right something unusual or exciting that happened to them that week, then let them introduce each other to the rest of the group using that information. At the close of the meeting, go around the room and have each person state something they learned in the meeting, give appreciation to another member, commit to a specific task or give a one-word summary of the meeting or group.
- Use pictures, slides or comic strips to illustrate points.
- Use a lot of color whenever possible (in memos, agendas, notes, posters).
- Exaggerate everything. Use big gestures, large print, anything to attract and keep their attention.

- For some variety, have a different person run the meeting each week. Or designate a different person each week to be the “Fun Master” and bring a fun idea or game to the next meeting.
- Laugh and smile throughout the meeting.
- Use icebreakers and team-builders. They’re usually met with some resistance but result in high energy and laughter.
- Be energetic. Move around.

Other notes of good meeting practices:

- Business at meetings. Most Base business should be done by the E-Board outside of the meeting and usually before or after the membership meeting or on-line later. Business is BORING. If you have a lengthy business meeting, you will soon be preaching to no one.
- Lack of punctuality in starting and adjourning will wear on members and show your lack of leadership skills.
- Poor meals/snacks or service.
- Less than desirable meeting place. Varied, interesting and meaningful meeting programs are the key. Experience proves that the absence of meeting programs without an agenda is sufficient in itself to cause a Base’s eventual downfall.
- You should have a written recommended policy on meeting places and use of alcoholic beverages and smoking and it should always be to maintain a good public image for every Base.
- Our National Commander has repeatedly stated that meetings must be "FUN." You must come up with something to keep everyone awake and active. One base spins a wheel and gives 10% of the 50-50 money every 10-15 minutes. Another base gives out playing cards/1/member every 15 minutes and the winning poker hand gets a donated prize or part of the 50-50 money. These methods prevent giving out tickets
- Members not acquainted with Base objectives.
- Lack of proper orientation for new Members and lack of follow through with new members
- Lack of opportunity for participation. The message here is that you must pay attention and involve everyone all the time and especially the new guys.
- Absence of, or poor induction ceremony. Develop an induction ceremony for new members but never embarrass them in the process.
- Do not assign new members to Committees. members for many reasons. Give them time to acclimate first.
- Personal Objections to particular
- Various kinds of personal objections contribute to membership loss. They are seldom voiced; the very nature of the reason inhibits the individual. A Member may instead claim lost interest, little time or business conflicts as a reason for resignation. Try to find out why he is leaving so that you can learn from mistakes
- The Board should create policies and practices that will reduce, if not eliminate, the chance of insult or embarrassment of Members. Even the most playful ridicule may cause the loss of a Member. Never create or permit a rift between DBFers and Nukes for example. Sometimes a playful jab the Sonar girls, for example, may really hurt someone. The term "forward pukes" or "aft Nukes" have no place in a Base are at its meetings.

- Base officers should constantly watch their relationships with Members. The Commander should strive to seek the friendship and confidence of every Member. Fellowship is the keystone of Base membership. But remember not to show favoritism.



"Somewhere along the line, our sewing circle took a strange turn."

LEADERSHIP

12 Principles of Leadership

1. Know yourself and seek self-improvement
2. Be technically and tactfully proficient
3. Know when you need to seek help
4. Make sound and timely decisions
5. Set the Example
6. Praise in public, criticize in private
7. Know your staff, their capabilities and limitations
8. Keep your team informed
9. Make your team members responsible
10. Make sure each task is understood, supervised and accomplished
11. Provide training
12. Stress reason and common sense

Addition to the above:

13. You must have a vision and a plan and communicate them to your Base Commanders. Seek out their visions and plans as well.
14. You must learn to listen and show interest in what your Base Commanders are telling you.
15. Learn to paint a picture with words. Create charts/graphs or drawings of the plan you are trying to communicate. A picture is worth a thousand words.
16. You must have passion or "fire in the belly" and pass this enthusiasm on to your Base Commanders. They will in turn infect their Base members. And don't forget the guy you are grooming as your relief.
17. How are major decisions made in your District? What is your process for making them? Do you talk to your management team and create a list of pros and cons to help you make the best decision? (Maybe you conduct a cost analysis or a timeline for completion. Some leaders have a set process, and others fly by the seat of their pants. But you don't want to be one of those leaders who consults no one before making a decision, announces the change in his next email the next day and then gets frustrated when no one follows it. If you're one of those, we urge you to implement a set process. An example of this might be to create a District Web site or a District patch as an example. Find out what other DC's have done and ask all your BC's to come up with a design. Then pick two or three (patches in this example) and have some fun by having the Bases vote for a winner.

18. Fix the problem, not the blame
19. Tell people what you want, but not how to do it. That is their job
20. Manage the function, not the paperwork
21. Don't do everything. The more you do, the more they are going to let you do. Lead by example and practice what you preach
22. Train your relief
23. You must develop a well run District.
Make yourself available for questions or problems. Use humor to keep your team's spirits up during a crisis. During an emergency your team will look to you for strength and guidance.
24. Have confidence in yourself and your abilities. Be happy with who you are; understand that learning. Management is a people skill - it's not the job for someone who doesn't enjoy people.
25. You are honest and straight forward. Your success depends heavily on the trust of others.
14. You have a 'presence.' Managers must lead. Effective leaders have an aura about them that is noticed when they walk into the room.
15. You are consistent, dependable, and can change your mind. You make decisions, and accept input from others.
16. You think outside the box. You try new things and if they fail, admit mistakes, but never apologize for having tried.
13. You make plans and schedules and work toward them.
14. You are flexible
15. You share information

LINKS

[USSVI Web site](http://www.USSVI.org)

www.USSVI.org

[Application](http://www.USSVI.org/Documents/Forms_Application_Forms_Application_Membership_Application.DOC)

www.USSVI.org/Documents/Forms_Application_Forms_Application_Membership_Application.DOC

[Bylaws:](http://www.USSVI.org/Documents/Online_Organization_2010_Bylaws_Revised.pdf)

www.USSVI.org/Documents/Online_Organization_2010_Bylaws_Revised.pdf

[Constitution:](http://www.USSVI.org/Documents/Online_Organization_2010_Constitution_Revised.pdf)

www.USSVI.org/Documents/Online_Organization_2010_Constitution_Revised.pdf

[PPM](http://www.USSVI.org/Documents/Online_Manuals_2011_PPM_Revised_May_2011.pdf)

www.USSVI.org/Documents/Online_Manuals_2011_PPM_Revised_May_2011.pdf

[Expense Form](http://www.USSVI.org/Documents/Online_Forms_Expense_Reimbursement.doc)

www.USSVI.org/Documents/Online_Forms_Expense_Reimbursement.doc

[Itinerary Form](http://www.USSVI.org/Documents/Online_Forms_RR-Itinerary.pdf)

www.USSVI.org/Documents/Online_Forms_RR-Itinerary.pdf

[Certificate of Incorporation](http://www.USSVI.org/Documents/Online_Organization_2010_certificate_of_Incorporation_doc.pdf)

www.USSVI.org/Documents/Online_Organization_2010_certificate_of_Incorporation_doc.pdf

Base Commander's Qual Card—A link will be furnished later to this tool

DC Qual Card—A link will be furnished later to this tool

War Veteran Status

www.USSVI.org/Documents/Online_Organization_War_Veteran_Status_.doc

American Submariner on-line

www.USSVI.org/americansubmariner.asp

Misc. USSVI Document Archives

www.USSVI.org/Document_look.asp

National Archives: DD 214 search, lost medal replacement, and more

www.archives.gov/veterans/

The mother-lode of links:

<https://www.USSVI.org/links.asp>

A List of Submarine museums:

<http://submarinemuseums.org>

The place to find shipmates and list yourself

<http://www.decklog.com>

Miscellaneous (not covered previously)

A few other items that should be remembered:

1. Base Elections are important and should follow their C&B. You are responsible for them. Know when they occur.
2. Each Base should have a plan for replacing officers if the need arises. Maybe a review of all their C&B's are in order.
3. Every member gets to vote in the National Election. Even if you have to mail someone a ballot.
4. Get your Bases to start their annual dues renewal early. They are dropped now on February 1st if they haven't renewed.
5. It is to our benefit to have Associates who are veterans.
6. It only takes 7 members in good standing to start a Base.
7. All meetings of the Organization are open to all members.
8. Your term is two years. You are elected by the Base Commanders.

REMEMBER: THIS MANUAL IS WRITTEN FOR THE NEW DISTRICT COMMANDER BUT CONTAINS INFORMATION USEFUL TO IMPROVING EVERY DISTRICT AND EVERY BASE. PICK OUT WHAT YOU NEED.

Corrections and additions mail to NS@USSVI.org who will forward them to the Manual Committee.



Dallas Base and Girl Scout Cookie Distribution.

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