



Discussion of Detachment Officer Duties

The following information is provided to assist Detachments in the selection of officers, assisting members in determining their interest and capability in an office, and to provide an outline of possible job functions that can be carried out by each officer what the Board of Trustees and members should expect from the incumbents of each office.

Please note that there are some duties that are specifically required for each officer. However, there are also some functions that may be optional or delegated based on individual capabilities. Keeping in mind the section on Functions and Objectives of the Detachment, some leadership requirements are to be determined by the Detachment in consideration of plans and capabilities.

A general comment can be made regarding all Detachment offices. First, an interest and willingness to serve is a major factor for consideration of any office. Second, every office is important and will require time, effort, and commitment to minimally meet the needs of the Detachment. Members should consider the time and commitment required when deciding whether to accept an officer's position - factors of work, family life, and other outside pressures have to be accounted for before a commitment can really be made.

Qualified officer candidates will not generally possess all of the characteristics, traits and skills that are useful to a particular office. The listing that follows describes attributes that may be desirable. Each candidate, and each Detachment should decide those talents that are of importance to the genre of the Detachment, and which characteristics can be acquired through training/education.

The Detachment Commandant is the most important office in the Marine Corps League. This leadership position accounts for the membership levels, programs, and the manner in which the League is viewed by Marines, members and prospective members, and the citizens of the community. With effective leadership in this office, the Detachment and the entire League will be successful based on the results of the Detachment. Success and achievement begets recognition, and a growing membership.

Characteristics and Traits

- Proven leadership and management skills
- Effective communication skills with members, the community, other Marine Corps League organizations, and the Marine Corps
- Ability to establish mutually agreed upon objectives, plan and direct, and articulate and promote strategies within sphere of influence
- Ability to recognize and solve problems
- Willingness to delegate tasks and responsibilities, while controlling and managing results
- Clear understanding of financial and fiscal requirements
- Effective speaking capability for ceremonies, meetings, presentations, and for fund raising
- Experience and/or clear understanding of subordinate officer duties and responsibilities
- Flexible thinking -- acceptance of dissent in to discussion and plans
- Ability to run concise, effective meetings
- Commitment to training, education, and support to improve Detachment job skill levels
- Selfless approach to meeting Detachment objectives
- Commitment to the purposes of the League, and objectives of the Detachment
- Ability to lead and work as a team

Narrative of Job Accountability and Responsibilities

LEADERSHIP - The first and most important job of the Commandant is to *lead*. In doing so, he/she sets an example for other officers, and the Detachment members. Leading also requires that tasks and accountabilities (along with authority) be delegated to subordinate officers and members. However, the ultimate responsibility for accountabilities still rests with the Commandant. In leading, it is important to continually assess results, and assist/support subordinates in removing obstacles to their completing their delegated tasks.

PRESIDE AT MEETINGS - The Commandant should be reasonably well versed in Roberts Rules of Order and the Ritual of the Marine Corps League in conduct of meetings. Meetings should be concise, orderly, and allow relevant information to be presented that represents different points of view. The Commandant controls the meetings with the assistance of the Sergeant-at-Arms. The manner in which a meeting is run will have a significant impact on attendance, participation, and promoting the Detachment.

The Commandant is also called on to chair officer and/or committee meetings, in addition to general membership meetings. The meeting results are directly proportional to the focus of topics, control, timeliness, and decisions relative to views presented.

An agenda is helpful for meetings, which should be developed and/or approved by the Commandant. During the business portion of the meeting, it is important to focus on business, though a little humor can keep matters in perspective. Socializing is best done before and after.

CHIEF EXECUTIVE OFFICER OF THE DETACHMENT - As an incorporated entity within the state, the Commandant is CEO of the Board of Trustees and the Detachment. As such, he/she is responsible, as a corporate officer, for the activities, financial standing, and image portrayed in the community and the League.

POSITIVE PUBLIC RELATIONS - The Commandant is looked to by the League, the members and Board of Trustees, and the community as the primary contact and promoter of Detachment events and community/Marine Corps activities. Public relations includes direct meetings, media contact, and appearance at appropriate civic and military events. The leader of an organization, by virtue of his/her position, will be the primary provider of information, the primary representative of the Detachment at functions, and the primary salesman for the League and Detachment.

FORMULATION AND DEVELOPMENT OF PROGRAMS - Just as a newly elected President has ideas and programs that he/she promotes to get elected, so too should the Commandant have ideas and programs that will improve Detachment operations, and enhance the capabilities/results of achieving goals. Also, just as a President needs to sell the ideas to Congress, and compromise where appropriate to achieve the best program for all constituents, so too the Commandant must articulate, sell, and compromise where appropriate, promote programs and objectives with Detachment members and the Board of Trustees.

The most important element of achieving this task is developing a written plan/strategy for each program and idea, discussing the merits and weaknesses, and agreeing on a direction. Other officers and members will also have ideas and programs, but it is the ultimate responsibility of the Commandant to lead the way in development and initiation.

APPOINTMENT OF COMMITTEES TO CARRY OUT DETACHMENT BUSINESS - There are few reasons to appoint a committee: To bring together varied skills and perspectives to study/solve a problem or evaluate an idea; to plan, initiate, and accomplish a given task or program; to involve members in an legitimate activity who might otherwise not volunteer.

Some items to consider in setting up a committee (which will be discussed in a later section) are: Determine if the purpose clearly needs a committee, or can the situation be handled by making one individual accountable; make sure a committee is not formed to delay action on solving a problem; clearly define the results expected of the committee, and establish a start and end date, at which time the committee will be dissolved; select a committee chairman who has strong leadership and meeting skills to reduce the time and effort to achieve results.

There are adages about committees - A committee is comprised of the unwilling, formed by the unfit, to do the unnecessary; and, a camel is the result of a committee trying to design a horse -- so it

behooves the Commandant to assure the necessity, bring together the qualified skills, and describe time targeted expected results. Because committees are formed and authorized by the Commandant, he/she is ultimately responsible for the result.

RESPONSIBLE FOR FISCAL STABILITY AND FINANCIAL PROCEDURES - The financial well-being of the Detachment is a significant target for the Commandant, and the Board of Trustees and officers of the Detachment. The first concern is for the financial integrity and credibility of the Detachment - the proper channeling and use of funds (i.e. if funds are generated for a charitable purpose, they are used for that purpose). The Commandant is ultimately responsible for the fiduciary nature of the finances for the Detachment.

It takes money to operate a Detachment, and more money to support programs, events, and activities. Of importance to Detachment operations is communications with members, prospective members and the community - normally done by means of a newsletter (postage and printing costs). To support Detachment activities, Color Guards, and charitable causes, the Detachment will have to look to outside donations and fund raisers. The solicitation of donations is an important job of the Commandant - he/she is the "point man" for contacting personal and corporate donors. (Additional coverage will be given in a later section).

The integrity, image, membership level, and ability to support events are often directly proportional to the size of the treasury, and the way in which it is managed. Every Commandant needs to understand sources of revenues, expense control, cash flow, profit and loss, and balance sheet data - and be assured that financial procedures provide an audit trail to support inquiries.

The Commandant should be one of two signers on Detachment checking and monetary accounts (the other being the Paymaster). The Commandant and Paymaster are bonded by MCL National.

ABIDES BY THE BY-LAWS AND POLICIES OF THE MARINE CORPS LEAGUE - The Commandant must set the example for the other officers and members of the Detachment. Having sworn to uphold the principles and laws of the League, the Commandant, as should every officer, must be familiar with the By-Laws and Policies prescribed by MCL National, the Department, and the Detachment. All policies and bylaws must be compatible, and cannot be in violation of National by-laws and policies.

The By-Laws and Policies of the League, Department, and Detachment are the guiding principles under which the various organizations operate. Laws and rules are established as a framework for operations, and entitlement under the law. The Commandant is ultimately held accountable for adherence to by-laws and policies, and therefore must assure that the Detachment and its members are in compliance.

AWARDS - The Detachment Commandant has the authority and opportunity to recognize members, non-member citizens of the community, and companies for service and achievements in support of Detachment/League objectives. The *Distinguished Service Medal*, *Distinguished Service Certificate*, *Distinguished Citizenship Medal*, *Certificate of Appreciation*, and others are ways to acknowledge support, performance, citizenship and patriotism.

The Commandant may want to have assistance from the Board of Trustees, or an Awards Committee, but may act on his/her own to show appreciation for support and achievement. For instance,

contributors to Toys for Tots or other Detachment programs can be thanked, and encouraged to participate again. Service by members who have done more than expected can be rewarded. In addition, the press/media can be informed to provide additional visibility to the Detachment and its programs.

SUPPORT OF NEW DETACHMENTS AND OTHER DETACHMENTS WITHIN THE DEPARTMENT

- It is the duty and responsibility of the Commandant to promulgate the concept of the League. While every Detachment is concerned and interested in developing its membership and programs, and wanting to take honors for being the best and most uniquely qualified Detachment in the League, there is a larger responsibility to all Marines and all Leaguers.

Every Commandant needs to be aware of areas where Marines live, where meeting locations are not conducive to participation by these Marines, and/or where there are enough Marines to generate interest in the Marine Corps League organization. The Commandant and Detachment members have an obligation to fellow Marines to assist in developing a Detachment to benefit these Marines. Information in a later section describes the steps for starting a new Detachment - but every new Detachment needs the help and support of existing Detachments. The important issue is bringing Marines, new members to the League.

The Commandant should also be aware of the activities and programs of other Detachments within the Department. If a Detachment is having problems, or has questions, the Commandant leads the way for his/her Detachment to lend a hand and help. Similarly, we should work in an environment where teamwork is a working concept, and feel free to call on other Detachments for ideas, assistance and support, or general communication.

The Commandant is the lead in promoting the League, whether it is for his/her own Detachment, for other existing Detachments, or in suggesting and assisting in the development of a new Detachment. The name of the game is to bring new members to the organization, and expand the League's support of all Marines.

OTHER - Other duties of the Commandant include:

- Assuring that reports, including membership transmittals and officer installation reports are prepared and dispatched on a timely basis;
- Acknowledging transfer requests, and ascertaining that member meets the qualifications for transfer;
- Receiving, reviewing, discussing, and taking action on reports of financial status, project status, problems/member issues, Detachment concerns;
- Initiating/supporting assistance to members or member's families in distress, funeral details and coordination with Marine or veterans units, and/or other causes requiring Detachment/member attention;
- Any situation or circumstances that requires highest level attention within or on behalf of the Detachment.

Summary

The Detachment Commandant's position is critical to the success of the Detachment, and to the Marine Corps League. The ability to lead will be decisive to the success of the Detachment. The ability to delegate and monitor results will be crucial to time management -- getting things done through others and achieving desired results. To effectively promote the Detachment and League will develop positive image and attract members. Looking out for the best interests of Marines (of all era's, ranks, and units), in and out of the League, is a thread, which makes this organization unique among veterans and Marine organizations.

The Senior Vice Commandant is second in command of the Detachment. This officer should be a logical successor to the Commandant, and is therefore required to be fully familiar with the Commandant functions through his/her term of office. Many of the duties described below are the same or similar to those of the Commandant.

The Senior Vice Commandant should be familiar with the duties of the Commandant, and be prepared to be the senior chairperson for projects/committees deemed important by the Commandant. As second in command, the Senior Vice Commandant's role is critical to the Detachment in terms of officer support, and in accepting major responsibilities for meeting Detachment objectives.

Characteristics and Traits

- Refer to the Characteristics and Traits of the Commandant
- Ability to train and support junior officers and staff
- Project leadership capabilities in assuming responsibility for committee and project assignments
- Ability to support Commandant, and complete Commandant assignments on short notice
- Familiarization with Commandant functions, officer functions and activities, and Detachment programs and activities

Narrative of Job Accountability and Responsibilities

ASSISTANCE AND SUPPORT TO THE COMMANDANT - In many respects, depending on the size and number of activities of the Detachment, the relationship between the Commandant and Senior Vice Commandant is team effort. It is helpful when these two officer positions have complementary skills that can be shared in achieving the Detachment's goals, and in administering the affairs of the unit.

One objective of the Senior Vice Commandant's (SVC) position is one of preparation for the office of Commandant. In achieving that objective, it is important for the SVC to be integrally involved in all the affairs of the Detachment, and to take on specific tasks assigned by the Commandant.

Of prime importance is assisting the Commandant in the completion of tasks that are important to the Detachment. This may include taking on jobs as directed, providing specific skills not inherent with the Commandant, and/or assisting in the two-way communications between members and officers.

CHAIRS COMMITTEES AS REQUESTED BY THE COMMANDANT - Committees and projects chaired by the Senior Vice Commandant (SVC) should be significant and important to overall Detachment operations. As an example, some Detachments assign the financial responsibilities of budget, revenue generation, expense control, and financial stability to the SVC as a finance, or ways and means committee. The SVC works in conjunction with the Paymaster and other officers/members in developing, monitoring, and identifying revenue sources (which may include fund raising events and solicitation for donations).

Chairing a finance committee assumes responsibility for evaluating, developing and monitoring revenue sources, and determining the expenditure needs of the Detachment; developing and maintaining an annual budget (which is a guideline and formulation of operations and programs in dollar terms) for revenues and expenses; spearheading donation sources for Detachment programs and activities; and evaluating and reporting on financial standing (with Paymaster), and actions required on a periodic basis (at least quarterly).

The SVC might also be directly or indirectly involved with public relations and press/media releases that advertise and promote the Detachment and its programs, and establishing contacts for the affairs of the Detachment. In addition, the SVC can communicate with members on ideas and suggestions, and identify potential issues that need to be brought to the attention of the Detachment officers.

Another potential responsibility for the SVC is to be responsible for evaluating the effectiveness of Detachment operations, and determining improved methods and ideas for enhancing the overall capabilities of the Detachment. In effect, the SVC may be accountable for developing ideas and programs, which will assure the continued relevance of the Detachment and the Marine Corps League to current members and potential members. This is an opportunity to review and suggest strategic plans that involve organization structure, programs and activities, and ideas that further promote the significance and effectiveness of the Detachment. This might include surveys of members and potential members, and discussion groups to air problems and identify new goals.

While the SVC might take on specific projects for specific purposes, the primary focus for his/her leadership should be on general requirements and needs that have a broad impact on the entire Detachment.

The selection to specific committees and projects should be based on capabilities and/or learning requirements. The same leadership functions are required as those of the Commandant.

PRESIDES IN ABSENCE OF COMMANDANT - Being second in command, the Senior Vice Commandant (SVC) will be called upon to perform on behalf of the Commandant when the Commandant is unable to preside at meetings, or attend events. For this reason, it is important that the SVC be current on issues, procedures, objectives, and requirements normally handled by the Commandant. The SVC should be able to step into the Commandant's role with minimum difficulty or disruption.

Some of the roles the SVC may be called upon to perform include presiding at detachment general meetings, officer meetings, and committee/project meetings. The SVC should be familiar with the requirements of the Commandant in these areas, and be able to effectively use Robert's Rules of Order, other parliamentary procedure, and the Marine Corps League Ritual. In addition, the SVC may be called on to deliver presentations or meet with other contacts that are handled by the Commandant. The SVC must be prepared to meet contingencies that arise by the absence of the Commandant.

OTHER - Other duties of the Senior Vice Commandant may include:

- Training of Detachment officers and project/committee chairman
- Assistance and support to Detachment officers in meeting their specific objectives
- Assimilating Detachment reports on operations, finances, and project results for presentation to officers and members
- Preparation to succeed the Commandant at the expiration of his/her term of office, if he/she wishes.

Summary

The Senior Vice Commandant's position is important to the Detachment for three general reasons: To assist and support the Commandant; to prepare for succession to the Commandant's office; and to back up the Commandant when absent.

The SVC should be a major contributing force to the success of the Detachment. He/she should provide knowledge and influence in assuring the achievement of Detachment goals and operational objectives.

The Junior Vice Commandant (JVC) holds a crucial position within the Detachment, since he/she is responsible primarily for the recruiting and retention of members. The job goes beyond the Detachment level in that the JVC has the opportunity to find the appropriate Detachment for Marines outside his/her Detachment area, and/or identifying areas where new Detachments should be developed.

The JVC should be familiar with the operations and projects of the Detachments, influence programs, and be a spokesman to the Board of Trustees on what members and prospective members are looking for from the organization. The JVC must also be able to sell ideas and programs to the members that will assure growth of the organization; of all the specific officer assignments, recruiting and retaining member's ranks at the top of the list.

Characteristics and Traits

- Enthusiasm for the organization, and salesmanship
- Ability to be innovative and promote ideas
- Ability to put together marketing/advertising plans
- Ability to develop brochures and other documentation for selling the League and the Detachment
- Evaluation capabilities in assessing member ideas, suggestions, and issues
- Thorough knowledge of the League and Detachment operations, programs and activities – and their strengths and weaknesses
- Ability to develop Detachment strengths into a cause to join
- Effective communication skills -- both written and verbal
- Effectiveness in promoting ideas and dealing with media, groups, and with individuals
- Commitment to supporting members, and addressing their needs
- Initiative in maintaining members through phone calls, correspondence, and visits
- Problem solving capability on non-operational issues
- Project and committee leadership capabilities

Narrative of Job Accountability and Responsibilities

CHAIRMAN OF MEMBERSHIP (RECRUITING AND RETENTION) PROGRAMS - The most important function to be performed by the Junior Vice Commandant (JVC) is the development and maintenance of programs for enhancing Detachment and League membership.

There are several methods and considerations for how this function can be carried out effectively. The JVC will need to make personal contact with prospective members, and with members whose renewal dates are near, or have past. Personal letters to prospects and members may also be required. Phone calls encouraging members and prospects to attend meetings and activities are necessary. Development of marketing material and brochures to be published by the Detachment or distributed to media sources may also be required.

The JVC will need assistance from members in the Detachment. A committee or project may be one answer, in which the committee/project members take responsibility for various aspects of membership programs, and share in the phone and personal contacts. The JVC needs to be adept at leading such a group, by establishing goals and objectives, and providing constant support.

The JVC will also need to contact outside groups, like Marine Corps units and other veterans organizations. In doing so, he/she must have a program to sell, and generate interest in the Marine Corps League.

Innovation is required in developing effective programs, and locating Marines in the Detachment area with which to make contact. Recruiters, Marine units, and other organizations can sometimes help in providing such lists. Posters in prominent areas, recruiting at malls, flea markets, fairs, Marine Corps birthday celebrations, and other events are other ways to gain notoriety.

Once members are on board, the JVC needs to be interested in the participation of members - encouraging them to attend meetings and programs. He/she also needs determine if the Detachment is meeting the expectations of the member. Once on board, the name of the game is to keep members in the League.

WORKS ON, OR PRESIDES AT COMMITTEES DESIGNATED BY THE COMMANDANT -

Normally, the Junior Vice Commandant (JVC) should be assigned to projects and committees that have an effect on membership participation and programs. Such projects/committees may include membership, events, awards, meeting programs, or other if deemed appropriate by the Commandant.

INITIATE PROGRAMS AND SUPPORT ACTIVITIES OF THE DETACHMENT - The Junior Vice Commandant (JVC) should be influential in bringing about programs and activities that meet the needs of members. The Commandant may utilize the JVC to prepare monthly general meeting programs (other than the business meeting) that involve members, and bring interesting speakers/topics to the membership. By contacting military and civilian speaker's bureaus, there are a wide range of topics of interest that can be brought to a meeting to increase participation and attract new members.

An important aspect of bringing new members and prospects to a meeting is making them feel welcome. The JVC can take charge of introducing new Marines, and involving them in the meeting. The JVC can also suggest to new members areas in which they can participate, and see that they are assigned to a project/committee of interest and are introduced to the chairperson.

The JVC and the Adjutant should assure that there is a current membership list with phone numbers and addresses available periodically (at least quarterly). In addition, the JVC should also maintain a list of potential members, Marine units, and other contacts, to make sure that they are welcome at meetings, events, and activities of the Detachment.

The JVC may promote special events aimed at enhancing membership such as picnics, social events, and Marine Corps celebrations.

PRESIDES IN ABSENCE OF SENIOR VICE COMMANDANT AND/OR COMMANDANT - The Junior Vice Commandant (JVC) may be asked to assume responsibilities for the Senior Vice Commandant (SVC) in the latter's absence. The JVC will need to be familiar with the programs, activities, and projects/committees of the Detachment, and more specifically those under the leadership of the SVC. In rare instances when the SVC and Commandant are absent, the JVC will be required to assume the leadership position of the Commandant, and preside at scheduled meetings, and participate in events.

OTHER - Other duties of the Junior Vice Commandant may include:

- Develop and maintain records on membership and participation
- Report on membership status and issues to the Board of Trustees and the general membership
- Develop budget projections and goals for membership, and programs for reaching goals
- Communicate with members on ideas and suggestions

Summary

The Junior Vice Commandant's position is important to the Detachment because it embodies the primary goal of the League - bringing Marines on board, keeping them on board, and perpetuating the purposes of the League. Without members, and effective programs to recruit and retain, there is no way to assure the carrying on of Marine traditions after the Corps.

The Judge Advocate (JA) provides legal counsel and opinions on by-laws, policies, corporate regulations, and parliamentary procedure for the Detachment. His/her chief role is to assure the legal and operating integrity of the Detachment within the framework of National, Department, and Detachment by-laws and policies, and any other legal entities such as state corporation requirements, for the Detachment. The JA may also be called on to make procedural rulings during the course of business and officer meetings.

While the JA should be familiar with the operations, procedures, programs, and activities of the Detachment in case he/she is called on to fill in for an absent officer, his/her primary responsibility is to understand, interpret, and rule or provide opinions on the authorized and legitimate code for conduct of business.

The JA is a bonafide member of the Board of Trustees, who establishes policy and direction for the Detachment. On the other hand, the JA must step aside from the role of policy making, and make sure that policies, voted issues, and procedures are in conformance with three levels of by-laws and policies - Detachment, Department, and National. In addition, the JA must assure that the Detachment by-laws and policies are within the framework and spirit of the National and Department by-laws and policies.

Characteristics and Traits

- Ability to understand and interpret statutes and policies of the organization
- Ability to weigh opposing views, evaluates complex issues, and provides reliable opinions for deciding solutions.
- Effective communication skills for elaborating decisions
- Ability to absorb details, and research information
- Interest in legal and judicial processes
- Effective writing skills for issues that go beyond the Detachment
- Knowledge of parliamentary procedures and the League Ritual
- Ability to make rulings quickly where appropriate (i.e.. parliamentary procedures at meetings)
- Understanding of Detachment's corporate position, and regulations thereof
- Interest and ability in auditing procedures to assure conformance to by-laws, policies, and regulations
- Objectivity
- Ability to stand alone in rendering unpopular opinions
- Ability to write, modifies, and/or amend Detachment by-laws and policies

Narrative of Job Accountability and Responsibilities

LEGAL COUNSEL OF THE DETACHMENT - While this officer position does not require being a lawyer, some of the skills and interest are probably desired. The laws of the Marine Corps League are contained in the By-Laws, and the Administrative Policies, which are published by National and the Department. Each Detachment should also develop by-laws and policies in conformance with National and Department, to be used as the legal guidelines for carrying on business as a Detachment. The Judge Advocate (JA) should be a participant in the writing of these documents if they are not already in place.

It is important for the JA to have a thorough understanding and working knowledge of all by-laws and policies. On his/her own initiative, questionable issues should be brought to the attention of the Board of Trustees and/or general membership for review and opinion. Questions regarding issues or policies brought by the membership or officers need to be resolved by the JA in an objective and expedient manner where practical. The JA may also call on the Department and National Judge Advocates for advice, counsel, and interpretation.

A primary purpose of the JA is to keep the Detachment on solid legal footing, and to assure that Marine Corps League and state laws are complied with by the Detachment.

RENDER OPINIONS BASED ON POLICIES, BY-LAWS, OR PRECEDENTS OF THE DETACHMENT - The most common issues to be brought before the Judge Advocate (JA) will be Detachment questions, which should have their findings in the Detachment bylaws and policies. In the absence of specific Detachment references, Department and National by-laws and policies apply. In addition, if there are precedents for specific issues not covered in the Detachment by-laws and policies, and if these precedents are within the framework and spirit of the National and Department by-laws, such precedents can apply in rendering an opinion.

In cases where a member(s) is embroiled in an issue, the JA should render opinions as quickly as possible, and as objectively as possible, to avoid disruption to the Detachment. If the issue cannot be solved without going beyond the Detachment, the Administrative Procedures by National and Department will be in effect. Generally, 99.5% of the problems can be addressed at Detachment level, if immediate action is taken, and that action references by-laws and policies.

ADVISE ON BY-LAWS AND POLICIES OF THE MARINE CORPS LEAGUE - The governing laws for all organizations within the Marine Corps League is the National by-laws, policies, and administrative procedures. The Judge Advocate (JA) should be thoroughly familiar with these documents, and those of the Department, to advise the Detachment on any questionable issues and/or problems. Assistance may be gained from the Department and National Judge Advocates if necessary.

Generally, questions in this area arise when developing and/or modifying Detachment by-laws, policies, and administrative procedures. In addition, there can be questions regarding attendance at Department and National meetings, processes for submitting changes to by-laws and policies, awards, discussion topics for agenda, and other.

ASSURE THAT DETACHMENT ABIDES BY THE BY-LAWS OF THE DETACHMENT,

DEPARTMENT AND NATIONAL - The Judge Advocate (JA) is the “watchdog” and “policeman” for assuring that strict adherence to all three levels of by-laws and policies are followed. The purpose is to assure conformity to the letter and spirit of accepted laws and policies of the Marine Corps League in general, and to insure that conditions of charter and incorporation are maintained. The JA should review motions and votes, eligibility of voters, and activities on a regular basis to assure compliance. Any discrepancies need to be addressed immediately with the Board of Trustees, and/or the membership. Documentation of issues and instances should be made for the record, for review in the future in any similar instances.

AUDIT OF PROCEDURES, SIGNATURES, AND FINANCES - The Detachment Commandant may direct the Judge Advocate (JA) to perform periodic reviews of procedures and finances to assure compliance with Detachment policies and procedures. Included in this process is reviewing how work and transactions are processed in conformity to Detachment written policy and procedure. The JA should check bank accounts and checks to assure that dual signatures and procedures for expenditure of funds are being followed according to Detachment procedures. The JA may also be assigned to review the audit trail of funds received, the application of funds in accordance with procedures and accounting practice, and assure the integrity of monies received and disbursed by the Detachment. Such procedures may include checking receipts for expense checks, and determining the legitimacy of expenditures within budget policy. The JA should make a written report to the Board of Trustees at least once per year (preferably twice a year), if directed to engage in the audit process.

RENDERS OPINIONS AND RULINGS DURING MEETINGS ON PROCEDURES The Judge Advocate (JA) should be well versed in issues of parliamentary procedure, ritual, and business order during meetings. The Commandant or presiding officer may refer questions of procedure to the JA. Normally these questions are relevant to motions, amendments, order of business, and other meeting procedures. Questioning of a procedure from the floor must be channeled through the presiding officer to the JA. The JA should also advise the Commandant or presiding officer on the meeting Ritual, and procedures decided by the Detachment.

OTHER - Other duties of the Judge Advocate may include:

- Acting in the absence of another officer(s)
- Maintaining a log/report on questions, issues, opinions and rulings

Summary

As with any effective organization, the Marine Corps League has established by-laws, policies, and procedures at the National level to safeguard its charter, and to provide a framework for co-existence among many and varied subordinate organizations (Departments and Detachments). Detachments are expected to incorporate and establish their own written by-laws, policies, and procedures within that framework.

The Judge Advocate is the keeper, protector, and counselor of those laws, policies, and procedures within the Detachment. He/she must be diligent in assuring conformance to these credentials that allow the League and the Detachment to exist in an orderly manner. As with laws in our daily lives, we may not agree with them all, but they exist for the purpose of providing a common structure within which we can operate, and mutually respect the rights of others. The Judge Advocate has the right and obligation to suggest meaningful change to the statutes from higher levels, and a procedure for being heard.

The Judge Advocate enforces through the Board of Trustees, and advises members and officers of the Detachment, with the objective of maintaining order within the Marine Corps League organization.

The Junior Past Commandant is normally the immediate past Commandant of the Detachment. Generally, this office, depending on Detachment by-laws, should hold a position on the Officer Board, or Board of Trustees.

The role of the Junior Past Commandant (JPC) is to provide guidance and counsel to the Detachment Commandant and other officers. He/she should assist in providing continuity from one administration of officers to the next. His/her experience, background, and knowledge should be utilized for purposes of educating and assisting officers. The JPC can be invaluable in assignments that assist the Commandant, and in introducing the Commandant and officers to outside contacts that are necessary to Detachment programs.

The JPC can help provide rationale for past decisions and directions, experiences learned, and direction for incomplete objectives and/or unfinished plans. The JPC should be considered a resource to be used by the Board of Trustees and Staff Officers in accomplishing their assignments.

The Adjutant is the corporate/recording secretary for Detachment meetings and affairs. In addition, the Adjutant provides support to Detachment officers and project leaders through correspondence, documentation, written communication, media releases, and other staff assistance. The Adjutant, by direction of the presiding officer, may prepare agendas for meetings, record member participation and attendance, and prepare and monitor the calendar of events for the Detachment. Moreover, the Adjutant is responsible for official notifications to members.

Characteristics and Traits

- Ability to accurately record resolutions and carried motions of the Detachment
- Ability to accurately record minutes of meetings
- Ability to organize information, and maintain and file records/archives
- Attention to details, and capability for recall of information
- Ability to print/write legibly, type, and/or utilize computer for permanent Detachment records
- Capability for assembling information, and providing officers and member's data regarding Detachment actions, programs, and listings
- While not mandatory, a computer and computer skills (particularly word processing) are extremely helpful for this job

Narrative on Job Accountability and Responsibilities

KEEP ACCURATE MINUTES OF MEETINGS - The purpose of recording minutes at meetings is to keep accurate records, for review and audit, of activities and decisions made on behalf of the Detachment. Members and officers memories are best served with a written commentary on meeting events, reasons for decisions, and actual actions taken. For some decisions, the record is required for legal reasons - both state corporate requirements and for League audit purposes. The presence of minutes and records is indicative of organization, and providing information for future use within the Detachment.

Minutes may be kept in writing, shorthand, or by use of recording device. It is not important to write every detail, but salient points of discussion, and actions taken are necessary.

PREPARE AND TRANSCRIBE MINUTES FOR PERMANENT RECORD OF DETACHMENT -

Minutes should be transcribed to permanent records immediately after a meeting as taken place. Information or other factors appropriate for recording will still be in the Adjutant's memory when done immediately following the meeting. Minutes and records should be transcribed into a book or binder that passes to each succeeding Adjutant for the Detachment. Periodically, the Adjutant may want to include an index of topics (i.e. annually) for easy reference in the future. The records should be maintained in chronological or reverse order, and include meeting date, location, type of meeting, officers present, and members present if appropriate.

ASSURE THAT RESOLUTIONS ARE MAINTAINED AS CORPORATE RECORDS - The minutes of meetings, particularly resolutions (decisions made that affect how business is to be conducted, amendments/changes to by-laws, and other decisions regarding finances and programs), must be maintained as a permanent record of the Detachment's activities and actions within its corporate charter. While unusual, these records are subject to audit by the state within which the Detachment is incorporated. Because the Detachment is chartered as a non-profit organization, its activities must conform to the letter and spirit of that corporate charter. Such resolutions, decisions and actions do not need to be maintained separately they should be included with minutes of the meetings transcribed for permanent records of the Detachment, as described above.

CORRESPONDENCE, BULLETINS, AND COMMUNICATIONS - The Adjutant also serves as secretary in support of official correspondence, bulletins, and other written communications of the Detachment. As directed, the Adjutant should assist in providing letters and completion of documents on behalf of the officers of the Detachment. Such assistance may include specific letters, form letters, and agendas, listings of members and prospects, Detachment contact lists, bulletins of special meetings, contacts with officers/members to attend meetings.

In addition, the Adjutant is responsible for completion and mailing of the Detachment Installation Report upon election and installation of officers, completing and mailing (in conjunction with the Board of Trustees) annual Department convention materials as prescribed, and may be responsible for or assist in the completion and mailing of Membership Transmittal forms monthly.

The Adjutant's responsibility is to assure timely and quality written records and communication, working closely with the Board of Trustees.

MAINTAINS DETACHMENT RECORDS - In addition to preparing Detachment minutes, records, and other communications, the Adjutant is responsible for maintaining, organizing and filing pertinent records and documentation for the Detachment. This should include correspondence and letters/certificates of merit (in absence of Historian) that will preserve a chronological documentary of Detachment actions and events.

POST OFFICIAL NOTICES - Most by-laws require the Adjutant to post notice of meetings (which for regular membership and officer meetings may be included in a newsletter), special meetings, and other official business meetings. Depending on the bylaws, this will probably be a written notification.

REPORT AT MEETINGS - During the course of a business meeting, or officer's meeting, the Adjutant will be called on to report and summarize the minutes and records of the last meeting. The Adjutant's report should be concise, and emphasize business issues that include resolutions, decisions, actions, and discussion. The report may be modified from the floor if warranted before being approved. If separate officer meetings are held, it is advisable to read minutes of those meetings at the general membership meetings if decisions have been made by the officers.

OTHER - Other duties of the Adjutant may include:

- Signing certificates of awards and recognition to members and citizens
- Assisting in the writing and development of by-laws, policies, and procedures
- Assisting in the development and printing of promotional and marketing materials
- Assisting in the writing, editing, and printing of Detachment newsletters
- Assisting with copying and printing requirements

Summary

The Adjutant plays an important role in Detachment operations by providing records of decisions and programs, and by assisting the officers in communication activities. In addition to the fact that minutes and records are legal documents, both for the Marine Corps League and the state, the information can be extremely useful, particularly for future Boards of Trustees, in determining why courses of action were chosen, and what programs (and their results) have been tried before. Over a period, the history that is developed through this documentation can be used to provide a more readable form of history for the Detachment and its members.

The Paymaster plays a major role in assuring and maintaining the financial integrity of the Detachment. This officer acts as the *controller* of Detachment funds, and is responsible for the accounting of Detachment revenues and expenditures. Part of his/her responsibility is keeping officers and members aware of financial status, and insuring that funds are used properly and within approvals determined by Detachment by-laws and/or policies. Financial reports, fees, taxes, Scrutiny of expenditures, and bookkeeping all fall under the purview of the Paymaster.

Characteristics and Traits

- Financial and/or accounting capability
- Attention to detail
- Ability to assess and communicate financial status and trends
- Ability to monitor and question financial transactions
- While not mandatory, a computer and computer skills (particularly bookkeeping and/or spreadsheet processing) are extremely helpful for this job.

Narrative on Job Accountability and Responsibility

KEEP ACCURATE FISCAL RECORDS - Financial integrity of an organization begins with accurate bookkeeping and audit trail of financial transactions (revenue and expenditure). There are computer programs, such as Quicken or Microsoft Money, which can greatly assist in the bookkeeping and reporting function. In the absence of computer capability, the Paymaster must record all transactions, dates, amounts, reasons (memo), and balances. Manually, this would include the logging of revenue by cash, checks, and credit card transactions on a columnar sheet, indicating the date received, the amount, a memo as to purpose (i.e. dues, donations and for what purpose, sales, etc.) for expenditures, the recording should include date, check number, amount, purpose, and approval (budget, board resolution, etc.).

Financial records should maintain a running balance to assure liquidity, and should be balanced with checking or other financial accounts on a monthly basis. From these records, reports should be generated monthly on financial status.

RESPONSIBLE FOR BANKING AND FINANCIAL ACCOUNTS - The Paymaster is responsible for establishing and maintaining financial and other banking/investment accounts. It is his/her responsibility to assure that transactions are completed, and that the accounts are balanced. The Paymaster, by direction, may move funds between accounts to accomplish Detachment objectives. He/she should also provide information to the Board of Trustees regarding changes in charges, investment and interest rates, and other account related activities that will have a bearing on the Detachment's financial condition. He/she should also provide information regarding options and alternatives for improving financial standing from accounts.

SIGNER ON FISCAL AND BANKING DOCUMENTS - The Paymaster is the primary signer on bank accounts and financial documents, along with the Commandant. These two signers are bonded by Marine Corps League National. It is a suggested and prudent practice that two signers be required for checks and other financial documents, and be so specified in the Detachment by-laws and/or policies/procedures. Regardless of other signers on an account, the Paymaster should always be the primary signer.

MAINTAINS DETACHMENT FINANCIAL RECORDS - The Paymaster is responsible for maintaining, and providing for review upon request from the Detachment Board of Trustees, Audit Committee, and/or Department/National offices, all financial records and reports for the Detachment. Such records normally include records of revenue receipts, expenditure records, checking and financial account statements, and summary reports of financial condition. (Balance sheet, profit and loss, cash flow, etc.)

As a matter of practice, reports of financial condition should be made and reviewed by Detachment officers and/or membership on a scheduled periodic basis.

ACTS AS CONTROLLER OF DETACHMENT FUNDS - The Paymaster is responsible for paying authorized bills, and assures the legitimacy of payment requests and budget and/or board of trustee's approvals, prior to releasing funds for disbursement. He/she is also responsible for assuring that proper documentation accompanies requests for payments in the form of invoicing/billing, receipts, and approval.

This office acts as the policeman for outflows and expenditures on behalf of the Detachment's membership. He/she therefore has the right to question expenditures if necessary, and not clearly understood by budget or board of trustees' action. The Paymaster should always present a question to the Board of Trustees if there is any doubt about disbursement.

MAKES FISCAL AND FINANCIAL REPORTS AT MEETINGS - Keeping officers and members informed as to financial status is important to establishing and maintaining credibility within the organization. The presiding officer should call on the Paymaster for a report at each business meeting - this report should summarize financial transactions since the last meeting, and provide a balance of accounts. It is suggested that at least quarterly, the Paymaster report to the Board of Trustees in more detail on account status, and provide balance sheet, profit and loss, and cash flow data in writing. By doing so, the officers are aware of status and trends in determining requirements for revenue and/or changes in expenditures.

RECEIVES DUES AND FORWARDS TRANSMITTALS - This job can be shared by the Adjutant, or handled by the Paymaster in its entirety, based on practicality and Detachment practices and procedures. It is extremely important to handle dues and membership transmittals in an expeditious manner - this will be the first impression a new member has of the Marine Corps League - to assure timely receipt of the members card and lapel pin. Dues should be transmitted no less than once per month, preferably following a membership meeting, or other such time each month in which the preponderance of members normally join.

It is equally important that the transmittal forms and monies forwarded are done accurately, and in compliance with Department and National procedures. It is important to review the transmittal instructions, as well as any procedures and policies distributed by Department and National. This will help assure the goal of timely response for membership cards and pins.

HANDLES TAX AND LICENSING FUNCTIONS - Because each Detachment should be incorporated within the state, there will normally be annual forms to be completed from State and/or Federal tax agencies. These forms will request financial data regarding revenues and disbursements, and their primary purpose is to assure that the organization is conforming to the articles of incorporation for a veterans, non-profit organization. The Paymaster is responsible for completing and filing the required information accurately and on a timely basis.

Some Detachments will require licenses for activities, such as sales of merchandise, sale of food and beverage, and other. Licenses for sales, obtained from the State Board of Equalization, are required for retail sales and may require the collection of sales tax to be submitted quarterly to the state. Special licenses for sale of food and alcoholic beverage are generally obtained locally for specific purposes.

The Paymaster is the officer responsible for obtaining permits and licenses, maintaining and filing such licenses, and assuring that any appropriate fees and/or taxes are paid.

ABIDES BY PROCEDURES OF THE DETACHMENT, DEPARTMENT, AND NATIONAL - The Paymaster job invokes disciplines to insure the financial integrity and credibility of the Detachment and the Marine Corps League. The Paymaster should be thoroughly familiar with the by-laws pertaining to financial matters, and policies and procedures that deal with financial transactions and reports. He/she should be familiar with accounting and bookkeeping practices that will assure this integrity.

OTHER - Other duties of the Paymaster may include:

- Providing membership status to the Adjutant, Commandant, Jr. Vice Commandant and other Detachment officers as required
- Providing copies of National membership and financial status reports to the Adjutant, Commandant, Jr. Vice Commandant, and other Detachment officers as required
- Notify Officer Board immediately on financial issues, and returned checks
- If a loan program to members and/or Marines has been established by the Detachment, the Paymaster will be responsible for issuing notes, gaining approvals, monitoring payments, and advising the Officer Board
- Serves as a member of the finance committee, audit committee.
- Assists the elected officer responsible for revenues and budgets as requested.
- Assists in the completion of audits, and responds to any written audit exceptions
- May develop and maintain forms that are used for recording and maintaining financial information

Summary

The Paymaster plays an important role in the success of the Detachment. He/she is largely responsible for the financial wellbeing of the organization, and more importantly for the financial credibility of the Detachment. Accuracy and timeliness are the two key factors in performing the financial function.

Record keeping, understanding money flows, and accounting are important skills for the Paymaster. Adherence to procedures and the spirit of sound money management will help assure achievement of the objectives established for this job.

ADJUTANT/PAYMASTER

Some Detachments may choose to combine the officer jobs of the Adjutant and Paymaster. This does not diminish the requirements for either job - the characteristics, accountabilities, and responsibilities are all combined into one. Therefore, the combined descriptions from above apply. Put combining places a huge burden on the member.

The Chaplain plays an important role in the Detachment by tending to the needs of members and members families, particularly during periods of distress, illness, and/or death. It is every member's responsibility to keep the Chaplain informed of situations and issues of need within the Detachment. In addition, the Chaplain is called on to offer invocations and prayer for meetings, initiations, installations, and for ceremonies. The Chaplain may be called on to participate in funeral services, and to make visitation to members/families that are sick, or who have lost a loved one. In addition, the Chaplain may be required to assist in funeral arrangements (to include contacts for USMC honor guards), and/or publicize needs of the sick (to include blood donations, etc.)

The Chaplain's job, as a primary representative of the Detachment, is to provide comfort and service to members and families in time of need. This support should go beyond members and family - it should include the entire Marine Corps community (current or former) within the Detachment's geographic area. This may necessitate reviewing obituaries, or having hospitals make contact when a Marine is there. He/she should be supported by other officers and members during these times of distress. It is part of the adage that "Marines take care of their own."

Characteristics and Traits

- Compassion for others
- Ability to communicate in stressful situations
- Ability to offer advice and assistance/support to persons in distress
- Initiative to contact members for support and assistance
- Liaison with local USMC units for support
- Written communications capability in offering wishes or condolences
- Initiative to make appropriate response to needs with flowers or gifts
- Sincerity of purpose
- Positive representation of Detachment

Narrative of Job Accountability and Responsibilities

PERFORM THE DUTIES OF A SPIRITUAL NATURE - The term "Chaplain" implies the providing of support to individuals and groups for spiritual or religious guidance. Every aspect of League objectives, purposes, initiation, and ritual, references God. It is not expected that a Detachment Chaplain be schooled in theology, but it is expected that the Chaplain will provide support to those in need, and provide prayer for meetings and ceremonies (either as provided in the Ritual, or as developed to meet situational needs). The "bottom line" to providing service as a Chaplain is the **Golden Rule** - "Do unto others as you would have them do unto you." Simply stated, its how you would want to be treated if you were in a distress situation. The Chaplain needs to respond to needs and wishes, offer comfort, and provide advice and counsel where needed. He/she needs to make sure that other members of the Detachment are aware of situations in which support is needed.

VISIT SICK MEMBERS OR FAMILIES/CORRESPOND APPROPRIATELY - The Chaplain should make every effort to visit members, or member's families, who are incapacitated. He/she should make Detachment officers and members aware of the situation, and solicit participation. A card of

well wishes should be sent to the individual on behalf of the Detachment. Where appropriate and feasible, a gift should also be considered as a token of concern by the Detachment.

The primary purpose of visitation and correspondence is to let the individual know that they are being thought of, that they are missed, that they are important, and that they are a part of the Marine Corps family. Advice, counsel, warm wishes, words of comfort, and appropriate kidding are all a part of support.

ASSIST MEMBERS AND FAMILIES AT TIME OF DEATH - The Chaplain should be immediately advised of any member's death, or family member's death. He/she should call on the family and determine how he/she and/or the Detachment can assist. If the family should request participation in the funeral or graveside service, the Chaplain should coordinate functions with the Commandant and the Officer Board. If coordination with a USMC unit is required, the Chaplain should contact the appropriate unit and assist in coordination with the CO or SNCO. The Chaplain should advise the Adjutant and other members of the Detachment for additional help and support.

It is appropriate for the Chaplain to send a sympathy card on behalf of the Detachment, and where feasible to provide flowers for the funeral or a plant to the surviving family members. Detachment members should attend funeral services and assist the family to the degree possible.

The Ritual of the Marine Corps League provides for services honoring members, and should be offered. If accepted, the Chaplain should take charge of coordinating such services with the family, funeral director, and Detachment members. The Chaplain may need to assist with finding a DD-214 for a casket flag, and for a USMC rifle squad.

The same assistance and support should be offered to Marines or Marine families who are not members of the Marine Corps League. Our purpose is to support Marines, and membership is not a requirement for assistance in time of need.

The Chaplain fulfills a role of assisting and supporting a family in any way possible, and should be able to call on Detachment members for assistance when necessary.

PROVIDE NOTIFICATION TO DEPARTMENT AND NATIONAL ON DECEASED MEMBERS - The "Death Notice" form should be completed by the Chaplain and forwarded to the Department Chaplain, and National, for deceased members of the Detachment. This form should be completed and transmitted immediately upon notification. In addition to other administrative reasons, deceased members are honored with a memorial service at Department, Division, and National meetings.

PROVIDE INVOCATIONS AND SERVICES AS REQUIRED - As a part of the opening and closing ceremonies at business meetings, the Ritual provides for the opening and closing of the Bible, and for an invocation and benediction. The Chaplain may use the words of the Ritual, or offer other appropriate prayers at the meeting.

The Chaplain may also be called on to render a prayer at ceremonies, joint veteran's observances, and/or special events. (Such as the Marine Corps Birthday) As indicated above, the Chaplain may also need to prepare and coordinate services for a deceased Marine.

PERFORM DUTIES AS REQUESTED BY THE COMMANDANT - While most of the duties of the Chaplain have been described above, the Commandant may request the Chaplain to attend, participate, and/or coordinate an event not listed. This might include community ceremonies, dedications, or other special events.

ABIDE BY THE RITUAL OF OFFICE - The Marine Corps League Ritual is comprehensive in addressing the situations in which the Chaplain may be asked to participate. Again, he/she may be innovative in developing prayers or statements that suit the purpose of any given situation. For situations not covered, the Chaplain should improvise and treat each situation with respect for the office.

OTHER - Other duties of the Chaplain may include:

- Establish and maintain a checklist and plan for actions to take upon death of a Marine, or member of a Marine's family
- Establish and maintain a checklist and plan for actions to take upon illness or distress of a Marine, or member of a Marine's family
- Obtain budget approval from Board of Trustees on expenditure limits for gifts/flowers
- Establish contact with Veterans Administration, Veterans Services, and USMC units for information in the event of a Marine's illness or death
- Develop scenarios and contingency plans for events

Summary

A major focus of the Chaplain should be on contingency planning for events that may arise. It is better to be prepared for an eventuality than have to scramble at the last minute when the event has occurred. The Chaplain plays a key role in meetings, ceremonies, and other events, reminding each of us about our reliance on Divine Providence. In addition, the Chaplain is the "point man" for providing assistance and support, aid and comfort, to Marines and Marine families in need. He/she requires the support of every member in effectively carrying out his responsibilities, especially in times of distress.

The Sergeant-at-Arms (SA) is responsible for the set up and order of business meetings. He/she also participates in the presentation and honoring of the Colors at meetings and ceremonies.

At meetings, the Sergeant-at-Arms (SA) should make sure the physical facilities for the meeting are set up properly. Before the meeting, the SA should meet guests or visitors, introduce them to other members of the Detachment, and provide applications to potential members. He/she needs to determine that those present for meetings are authorized according to the by-laws, ritual, or decision of the presiding officer. During the meeting, the SA is to assure order during the meeting - taking action when required to restore order, and to following any directions by the presiding officer.

Characteristics and Traits

- Assertiveness
- Ability to meet and develop confidence in people
- Ability to exercise judgment and prudence in handling difficult situations
- Initiative in supporting job requirements

Narrative of Job Accountability and Responsibilities

SET UP MEETING ROOM - The Sergeant-at-Arms (SA) should be the first officer to arrive at the scheduled meeting facility. His/her responsibility is to physically set up the room in compliance with the Ritual, or as prescribed by the presiding officer or Board of Trustees. In addition, he/she should assure that the physical elements of the meeting are available which includes lectern, flags, Bible, microphone, and speakers, and/or audio/visual equipment as required. Any other special items required for the meeting, or for guest speakers, or for any other form of program, should be attended to by the SA.

GREET GUESTS AND MEMBERS - The Sergeant-at-Arms (SA) should be available to greet and introduce members, guests, and program participants. He/she should direct new members and guests to other officers and members. Prospective members should be given information about the Detachment and Marine Corps League, and directed to the Junior Vice Commandant or member of the membership committee. (If one exists) The SA should make members and guests “feel at home.”

ASSURE THAT PERSONS PRESENT ARE AUTHORIZED TO ATTEND BUSINESS MEETING - At a closed session for business, only members in good standing are allowed to attend. The Sergeant-at-Arms (SA) must determine the qualifications for members to attend this meeting, and excuse those who are not qualified.

In some instances, an “open” meeting may be declared by the presiding officer, in which guests are allowed to attend the business meeting. If any limitations are made on the guests, the SA should be advised of those limitations to assure that those present in the meeting are authorized.

PRESENT THE COLORS/LEAD “PLEDGE OF ALLEGIANCE” - The Sergeant-at-Arms (SA) is responsible for assuring that Colors are posted, or that a Color Guard is available to present the Colors during the opening ceremony of the meeting. During the opening ceremony, the presiding officer will call upon the SA to lead the “Pledge of Allegiance” to the United States Flag. At the close of the meeting, the SA will be called on to render a salute to posted Colors, and/or have the Colors retired with salute.

MAINTAIN ORDER AT MEETINGS - The Sergeant-at-Arms (SA) is required to maintain order at meetings, in conjunction with the presiding officer. The SA should assure that there is no extraneous talking or activity, which is disruptive to the meeting, or subjects being discussed. By initiative or direction, the SA may be required to caution and/or remove any disruptive persons or other factors during the course of a meeting.

The SA needs to be assertive, yet courteous, in maintaining order. In most instances, a simple and quiet reminder to those who may be disruptive is sufficient.

CLEAN UP OF MEETING AREA - It is the Sergeant-at-Arms’s (SA) responsibility to make sure that any necessary clean up and policing following a meeting is done properly. If such cleanup is required, the SA may designate members to the task, and take responsibility for leaving the facilities in the proper manner.

RESPOND TO INSTRUCTION FROM THE COMMANDANT - The Sergeant-at-Arms reports directly to the Commandant in the organization structure, he/she needs to be attentive to direction from the Commandant, or a presiding officer, to carry out plans. (Both immediate and long term) This direction may be in the form of instructions received during the course of a meeting, in which immediate action may need to be taken.

ABIDE BY THE RITUAL OF OFFICE - The Sergeant-at-Arms (SA) has a participation role in meetings, as prescribed by the Ritual, and other defined job descriptions. The SA should be familiar with all elements of the opening and closing ceremony that require his/her participation and/or leadership.

OTHER - Other duties of the Sergeant-at-Arms may include:

- Providing storage of physical items between meetings that include, but are not limited to, flags, Bible, lectern, audio/visual equipment, and other, as may be directed by the Commandant
- Participation on the Detachment membership committee
- Advisor to Commandant and/or Board of Trustees on potential problems
- Assistance to Commandant and Judge Advocate on problem issues
- Providing sign in sheets for guests and members attending meeting
- Assistance to Paymaster as needed, particularly where cash transactions are involved
- May be designated as the “Color Guard Commander” for parades and ceremonies
- May be assigned to coordinate ceremonial honor guards, rifle squads, and joint Color Guard activities

Summary

The Sergeant-at-Arms (SA) plays a key role in the orderly conduct of meetings - beginning with the physical set-up, assuring that items required for the meeting are on hand, and assisting with maintaining order during the meeting. The SA also can help set the “tone” of the meeting by making sure guests and new members are properly introduced and made to feel comfortable before, during, and after the meeting. The SA also assists with membership by providing applications to prospects (and selling them on the Detachment and the League), and providing sign-in sheets (to include name, address, phone) so that guests and prospects can be contacted in the future.