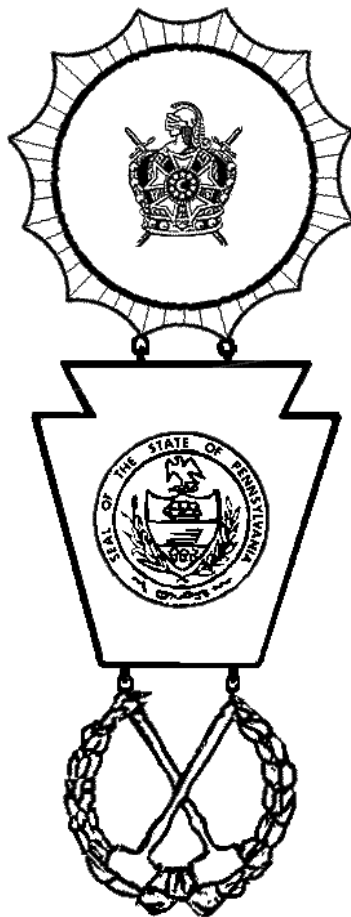


# Duties of Pennsylvania Elected State Officers

(Revised: October 2011)



**This document describes the general and specific duties of Elected State Officers, and expectations concerning conduct. This is not a complete document, but is written to convey a sense of the responsibility an Elected Officer accepts when he is installed.**



## ***Section 1: Specific Duties***

### **Program Responsibilities**

Your role in the promotion of all Pennsylvania DeMolay programs varies from program to program, and from year to year. Philosophically, DeMolays should be allowed to take charge of any and all programs, but the need for consistency in a statewide program does not always permit this. However, you are challenged to TAKE OWNERSHIP of the promotion and execution of these programs:

- State Charity program
- Athletics Competitions
- Program and Award Competitions
- Visitations competition
- Ritual Performances and Competitions
- Membership Promotions and Regional Degree Conferrals
- Convention and the PA DeMolay Yearbook
- Educational Workshops
- Key Man Conference
- Other programs established for all Chapters in Pennsylvania

### **Installation of Officers**

We expect State Officers to be prepared to conduct Installations of Officers. That means that every elected officer is to learn **all** parts in the Ceremony of Installation, and that, by the end of the term, each will have served in the East as the Installing Officer more than once. We will follow the Pennsylvania State Officer Modified Version of the Installation Ceremony, outlined in the Pennsylvania DeMolay E.O. Policies, but you are expected to master the entire ceremony so that you can fill any part at any time.

### **Membership**

Membership is always a top priority, and you must be a leader in this effort. There are several things you can do:

If you have received a Blue Honor Key, wear it. If not, make it a priority to earn it, and encourage others to do the same. The Blue Honor Key should be considered the most prestigious award the Order of DeMolay has to offer. It will be valued by the members if you show that it has value.

Help Chapters organize and conduct prospect events and other types of membership drives.

Develop effective programs and themes for state-sponsored inductions, wherever and whenever held.

### **Personal Attention to Chapters**

We expect you to assist the Chapters to become stronger and more self-sufficient. The strength of DeMolay relies on strong Chapters, not a strong State Officer Corps. Therefore, your biggest impact on the Order will be made by spending time helping Chapter Officers improve their activities, membership drives, and meetings. Do not minimize the effect of your personal participation in the activities of the Chapters.

### **Visiting Chapters**

You are here to be of service, not to be a star. When you visit a Chapter, the question should always be, “What can I do to help this Chapter be better?” The answer is as varied as the situations you will face. But you must have an answer for every Chapter and situation you attend. In some cases, you need to lead... in others, you need to teach. In some situations, you need to inspire, while others, the task is simply to motivate. Sometimes, you need to just make friends, and build stronger relationships. On other occasions, you may need to repair damaged egos or reputations. Never go to a DeMolay function as an elected officer with the feeling that you just had to “be there.” In your position, you will always be expected to take some kind of leadership role, either ritualistically, or socially. You must plan what you will say or do, and leave the impression that you attended for a reason, and are personally interested in the Chapter. Giving personal attention to each and every member of the Chapter and Advisory Council is the best way to leave this impression. Make it a point to meet everyone present, and try to learn the names of “key” leaders. You will likely see them again, and you should include their names in your reports.

### **Attendance- general**

If you are assigned to attend a program—be there, or let the State Master Councilor and the Director of the State Officer Program know well in advance that you will not be present, and why. In general, you are expected to be at all major state events, unless unavoidable circumstances prevent it.

### **Transportation**

It is essential that you have access to a car, or that you have the commitment of your parents and Advisors to get you where you need to be. Most of the time you can plan your attendance in advance, but there will be some “last minute” calls for help to which you will need to be able to respond. While we can help with some travel expense, PA DeMolay cannot pay airplane, train, or bus fares except in specific situations approved by the Director of the State Officer Program.

### **Keystone Crusader and Website Articles**

The Director of Publications is responsible for these official communication vehicles of Pennsylvania DeMolay, with the specific degree of your responsibility for them determined by the State Master Councilor. You are each responsible

for providing program information and articles to the Director of Publications or *Keystone Crusader* editor for publication on a scheduled basis. Depending on your program assignment, your deadlines may differ from other officers. Each issue of the *Keystone Crusader* will be printed and mailed on an established time line. If you are late in meeting article deadlines, your material will not be used. Website material will be posted within a few days of submission. If you are assigned to write a website article to follow-up on a program, it should be submitted within a few days of the program's conclusion. Good and timely communication is everyone's responsibility.

### **Security at State Programs**

It has been recent practice to include State Elected Officers on the Security detail at Convention, State Athletic programs, etc., especially to monitor observance of curfews. We don't really want you to act like police—just ask the guys to obey the rules and get some much-needed sleep. When you come across a room or group of guys who are out of control, get their Advisor to calm them down and get away from the situation—you should not be associated with discipline. But if you find a group of guys who are quietly talking or playing a game, take a few minutes to chat with them, and then suggest they turn in for the night. Utilize this time to talk with each other and some Chapter officers about what is happening in DeMolay, and build relationships that will allow you to better serve the Chapters, but don't let it keep you up late, either.

### **International DeMolay Congress**

Attendance at the International DeMolay Congress is usually reserved for the State Master Councilor and the Deputy State Master Councilor, at the expense of Pennsylvania DeMolay. If one cannot attend, the Executive Officer MAY offer the opportunity to another officer to attend to represent the jurisdiction. This is not a vacation, or a reward for service. It is an opportunity to learn about DeMolay outside of our Commonwealth, and to represent the interests of your brethren in discussions that may affect the future of the Order. If you decide to go, and change your mind after non-refundable plane tickets or registrations have been purchased, you will be required to reimburse Pennsylvania DeMolay for that expense. Other Officers and DeMolays may attend the Congress, with the Executive Officer's permission, but at their own cost.

### **Representative DeMolay Program**

As a Representative DeMolay it is your obligation to help another member earn the RD Award. As a State Officer, it is your duty to promote the RD award and make it prestigious by commending those who have received it. The Pennsylvania version of the Representative DeMolay form is available on the website, and it is the only version that will be accepted.

### **PA DeMolay Yearbook**

Each Elected State Officer is required to secure **at least** \$250.00 worth of sponsorships for the PA DeMolay Yearbook. These can be any combination of

page sizes totaling \$250. Elected Officers who meet this requirement will attend Convention for free. Those who do not are expected to pay the registration fees for Convention. For any amount sold above and beyond this amount, the usual 50% commission will be placed in the State Officer Travel Fund. This requirement was established as an exercise in leadership and setting an example for others. Each Appointed State Officer is requested to get at least \$100.00 worth of sponsorships for the Yearbook as an example of leadership and for the benefit of his own Chapter. "Leadership" implies getting it done before others—to put yourself out there saying—"I did this, and you can, too!" If you wait until last minute to secure these yearbook pages, you will fulfill the dollar amount, but not the spirit of the requirement.

### **Appointed Officers**

The State Master Councilor will maintain a full corps of appointed officers. The responsibilities assigned to appointed officers are defined and evaluated by the State Master Councilor. He is empowered to appoint or remove members from office as he deems necessary to accomplish his goals as State Master Councilor. These appointments are entirely his responsibility, and do not require any advice and consent from the EO, the Director of the State Officer Program, or any Advisor; however, you should attempt to build support for your program and therefore it is advisable to consult with Chapter Advisors if an application reaches your without a CA or Chairman's signature on it. Appointed officers are in a position to show their potential for future service as Elected Officers. Various training and service opportunities will be created to allow them to show their ability, but, apart from the Marshal and the Chaplain, their roles are limited and in no way should they be expected to travel and attend all of the events required of an elected officer.

### **Reports**

Elected Officers will make timely written reports of each of their activities to the State Master Councilor, who will, in turn, report to both the Director of the State Officer Program and the Executive Officer. These reports are due by the last day of the month in which the activity occurred. Reports will include a list of visitations, installations and ceremonies performed, telephone calls, and expenses incurred.

When you make your reports, besides stating the dates, places, and types of activities, try to provide a brief description of your impression of the Chapter's status and relative health. These reports will only be reviewed by the SMC and the Executive Officer's staff, and will NOT be shared with the Chapters. Be honest in your evaluation, but also be factual. Appointed Officers may also make reports to help the State Master Councilor evaluate their performance. An on-line fill-in report form may be posted on the website for this purpose. If you file the reports shortly after the activity you will not forget important details.

### **Expense Reimbursement**

Expenses will be reimbursed for Elected Officers, not advanced, and must be evidenced by valid receipts. These may be submitted as incurred, or at the end of the month, but never more than 60 days after the expense. Legitimate expenses include gasoline, tolls, reasonable meals, hotel rooms, telephone calls and postage. Some expenses may be questioned, only partially paid, or even rejected if inappropriate, or if filed late or improperly.

### **E-mail Policy**

Read it daily, and respond to it immediately. Even if your response is to say, "I received your message, and will provide a full answer at a later date" you need to acknowledge **ALL** legitimate communications that come to you.

### **Correspondence**

Review any planned correspondence between you, other state officers, and Chapters, with the State Master Councilor or the Director of the State Officer Program. Send copies of all correspondence with DeMolay Chapters, Advisors and leaders, to the State Master Councilor for his review, and to the office for the official files. Always use both "spell-check" AND a proofreader to review your work!

### **Communication**

In this day and age of telephones, cellular phones, text messaging, e-mail, Facebook and instant messaging, there is no excuse for not communicating with each other, with the Director of State Officer Programs, with the Chapter officers, or with the Executive Officer. If lack of communication becomes a habitual problem, your services as an elected State Officer may no longer be necessary.

### **Travel Plans**

It is important to plan ahead to get where you need to be. It is equally important that you share your plans with the State Master Councilor and the Director of the State Officer Program. We need to know where you are going, how you will get there, and probable arrival and departure times. Know who your contact people are at each destination so you can advise them of any change of plans. Do not travel to DeMolay events out-of-state without permission of both the Director of the State Officer Program and the Executive Officer.

### **DeMolay Protocol**

You are expected to know and to teach the Pennsylvania DeMolay Protocol model in every DeMolay activity. A protocol is designed to give order and consistency to our business, and as such, must be both adhered to and promoted by our leaders. It is printed posted on the website under Resources.

## **Deadlines**

... are always to be observed. Do not try to stretch them or ignore them. They are established for a reason. Do yourself a favor and get in the habit of being early, rather than late, in fulfilling your responsibility and completing assignments.

## **Grand Lodge Programs**

We get almost all of our funding for food, lodging, supplies, and programming at the Masonic Conference Center, as well as the state office and the website, from the Grand Lodge of Pennsylvania. Naturally we will support every program of the Grand Lodge when asked to participate. This may occasionally require us to change some of our plans, and we will do it gladly, remembering the support that Grand Lodge gives us.

## **State Master Councilor Portrait & other Photographs**

Pennsylvania DeMolay staff members will take State Officer photos as needed for Internet and other use.

## **Attendance and Display at Statewide Masonic Programs**

It is going to be essential for you to attend some of the annual banquets and programs of statewide Masonic bodies when invited, as a group, to show a strong presence for the Order of DeMolay, and to learn how to mix and mingle with the Masonic leadership in Pennsylvania. This will also serve to support the State Master Councilor when he is called upon to make brief remarks at such functions. Examples of such functions include the Annual Grand Communication of the Grand Lodge in December, the Annual Communication of the Grand Holy Royal Arch Chapter of Pennsylvania, the Gettysburg Memorial Celebration of the Grand Commandery of Knights Templar, and the PA Council of Deliberation of the Scottish Rite. Every officer is expected to attend his "share" but not all of these programs. The State Master Councilor will coordinate assignments for everyone's benefit. In addition, the State Officers will create, maintain, and man a display booth at these functions when appropriate, providing information on Adult leadership opportunities and Chapter sponsorship.

## **Speaking to Masonic Organizations**

You may be called upon to speak at a statewide or even a local Masonic organization. There are certain protocols you will learn about addressing each group differently. Review with the Executive Officer or his ranking representative all speeches or remarks before given. You must PREPARE for these opportunities to represent the Order of DeMolay, or you will make costly misstatements. Review pronunciation of words, names and titles of people you expect to see at the events. As a State Officer, please remember that you are NEVER to ask for money or specific financial support for any program without permission from the Executive Officer. And never try to SELL anything from the podium, either. It is neither appropriate nor appreciated.

## **Dress Codes**

Elected State Officers are expected to dress well. Clean clothes, decent grooming, relatively conservative colors, and modest styles will serve you best, as you must move in and out of a variety of circles of friends and associates. When a specific dress code is provided for an activity, you are expected to abide by it. The fashion statements of your generation are likely to be misunderstood, and in some cases, disdained, by older Advisors, parents, Grand Lodge and other Masonic leaders. Current examples (and we all know that trends change) include facial hair, earrings, other piercings, hair dye, tattoos, brandings, and sexually suggestive clothing (including t-shirts or other clothing with sexual innuendo or other questionable content). Some of these fashions have a proper time and place, and dress codes may change depending on the activity. If you are asked to modify your appearance it is because you are losing credibility as a leader or representative of the organization. Obviously, if some aspect of your appearance is offensive, you will be required to change it or resign from office.

In general, be careful of the message you send about yourself by the way you dress, not only AT DeMolay and Masonic functions, but also while traveling to and from them. Hint: You will never get in trouble for wearing a DeMolay shirt.

## **Tuxedos**

Elected State Officers will need to have access to a traditional black tuxedo, black bowtie, plain black vest and/or cummerbund, black suspenders, black shoes, and white formal shirt to wear at Masonic banquets and appropriate DeMolay functions. The State Master Councilor and the Director of the State Officer Program must approve variations in this style of dress.

## **Coordinated Dress Standards**

The State Master Councilor may establish a uniform standard of dress for State Officers. This may include a standard for formal, business, and casual events.

## **C.A.F.O.T.E.O.**

These initials are the way we delicately approach the subject of the Care And Feeding of the Executive Officer, or, in other words, “how to keep the boss from losing his cool.” Your job entails working with a person who has ultimate control and bears the responsibility for the Order of DeMolay in Pennsylvania. He, like you, wants DeMolay to succeed in PA, even though you may not agree with his methods. You can have a good working relationship or a bad one. You can develop an adversarial relationship or you can become friends. One thing you cannot do is avoid him. Learning what makes your Executive Officer “tick” will make a huge difference in the relationship you create and nurture with him. This is “on-the-job-training” for dealing with a “real” boss in the “real” business world. Learn how to manage your “boss” now, and it will pay off with huge dividends in the future when your livelihood, and the welfare of your family, depends on it. Hint: he has a very low tolerance for crude, rude, and socially disruptive behavior.

## ***Section 2: General Duties and Behavioral Expectations***

### **Role Models**

We expect you to serve as Role Models for the members of the Order of DeMolay in Pennsylvania in all that you say and do. Your deportment and character will set the example for hundreds of DeMolay brothers. If they perceive you are in earnest about performing your duties and living your obligations, they will take their DeMolay activities more seriously.

### **Conduct**

For the time that you are an elected State Officer, you live and act in a fishbowl—people will be watching you from all angles, and at all times. You do not have the luxury of turning your DeMolay position on and off at will. You are expected to act in accordance with DeMolay principles and rules ALL THE TIME. If you cannot abide by this, you should not be an elected officer. Nobody is perfect, and slip-ups may, occasionally, occur. They will not be excused, but you can survive them. However, repeated offenses and continuous lack of good judgment will result in termination of your service as an officer.

### **Prohibited Conduct**

No alcohol. No drugs. No hazing. No weapons. No pornography. No abusive behavior. No exceptions. Be sure to review the full **ZERO TOLERANCE POLICY**. You must absolutely adhere to it. Violations while at a DeMolay function will **ABSOLUTELY** result in removal from office, as well as the possibility of other disciplinary action. Outside of DeMolay, these are still serious issues and will be dealt with appropriately to protect you, and the image of a State Officer.

### **Tobacco Products**

Do not use tobacco products in front of DeMolays or Masonic leaders. If you must use tobacco, go away from the group. Remember that there is no smoking permitted at any time at the Masonic Conference Center, Masonic Villages, or Grand Lodge of Pennsylvania. Expect to take a lot of grief from the Executive Officer if you smoke—it is one of his pet peeves.

### **Girls & Girls' Groups**

Probably your toughest assignment will be to stay focused on your duties and your brother DeMolays, rather than on the girls who attend and support our programs. While you are an elected State Officer, Masonic youth activities should not be dating time. This is not to prohibit you from developing your own relationships. Your personal life is personal, as long as you keep it that way. Just remember, if you think living in the fishbowl is a problem as a State Officer, try dating a high-profile young lady from within our “Masonic Family.” The gossip and rumor mill will eat you alive, and it operates out of control most of the

time. Your gold collar is a magnet for star-hunters. You will have plenty of young ladies to spend time with at our functions. Additionally, do NOT become attached to the State Sweetheart, regardless of who she is. If you do, and it becomes an obvious issue, expect that your resignation will be requested.

### **Being a Team, Not a Clique**

Building an “esprit de corps” and friendly relationships among elected and appointed officers is very important. However, spending all your time together as a group during state functions is the wrong way to do this. During social events, meals, and other functions that don’t require you to be separate (at a head table, for example) you should make a point of mixing with “rank and file” members, rather than sticking together in a “gathering of gold.” Go out of your way to meet people you don’t know. Invite yourself to join a Chapter at the dinner table, or on the sidelines of a sports competition. Look around when you’re socializing, and be wary of “too much gold” in one place.

### **Decorum**

Respect is earned, and as an Elected Officer you need to first show respect for your peers and adult leaders to gain their respect. There is a proper time and place for unwinding, and for telling jokes. Knowing what that proper time and place is, will keep you out of trouble. If you aren’t sure, DON’T DO IT. Courtesy is the third precept, and the easiest one to observe—if you need to be reminded of it, you do not deserve to be a State Officer.

### **Conforming To Schedules**

***BE ON TIME!*** Or you will be left behind.

### **Thank You Letters**

Write thank you letters and notes to people who help you. Whether an active member, Advisor, or parent, everyone appreciates this small gesture. For example: somebody who picks you up at the airport or train station; someone who loans you their tuxedo; someone who buys you lunch, etc. All should be thanked personally, when possible, but ALSO in writing at a later time. The public relations value of these notes is beyond explanation. Even though e-mail is a very standard mode of communication these days, a real handwritten thank you note communicates so much more.

### **Your Priorities**

Each officer has different personal priorities, but in general, we recognize that home, religious, and educational responsibilities should come first. In some cases, a job also is a priority, depending on economic necessity. This does not mean that you can choose not to attend events to which you are committed, or shirk your responsibilities because of failure to plan around these priorities. You must communicate to let the State Master Councilor and the Director of State Officer Programs know if you are having difficulty managing these priorities and meeting your DeMolay commitments. A reduced workload, and even a

temporary leave-of-absence can be arranged to help you, but you should understand that a last-minute bailout on a major responsibility will not be well received. You generally know in advance if your workload is growing too big. Your State Officer duties **MUST** come before your Chapter programs and your social life. Sacrifice is a part of leadership.

### **Dedication**

Why would you want to have an Elected State Office, if you aren't dedicated? There isn't much glory in wearing a gold collar if you don't work hard to prove yourself worthy of it. Real dedication will get you moving **AFTER** you won the election. No doubt about it—there is a boost to your ego when you attain the collar, but a truly dedicated DeMolay gains his reward from a job well done.

### **Self-Motivation**

It is your job to keep yourself motivated to do your job. Keeping yourself motivated is primary, especially when you are expected to find creative and exciting ways to motivate Appointed State Officers and Chapter Officers. If the State Master Councilor has to talk to you about getting an assignment done, it should be a hint to you that you are not performing up to the level of which you are capable. If the Director of the State Officer Program has to talk to you about your performance, you really need to look at yourself and determine your level of commitment and motivation. You were elected to a yearlong term. That is a long time, but you are expected to perform your duties for 12 full months.

### **Teachability**

You have been elected to be a leader, but you are also expected to be a learner. Being an Elected State Officer is not the same as being a Chapter Officer, and the expectations and standards are naturally higher. You will not always hit the mark the first time, but you are expected to accept responsibility for, and learn from, your shortcomings. Expect the Executive Officer, Director of State Officer Programs, and other adult leaders you work with to offer feedback and constructive criticism. Listen, and learn from it. If you don't get feedback on a project, ask for it, and evaluate your own performance continually. Don't make excuses, ever. Be open to learn, and to improve. If you can't handle constructive criticism, you can't handle leadership.

### **Motivation of Appointed Officers and Chapter Members**

You have both the title and the gold collar to give you credibility and a sense of reward for your work, but the appointed State Officers and Chapter Officers get very little recognition or appreciation, except what **YOU** give to them. Words of thanks, encouragement, and admiration will go a long way in keeping your peers motivated to perform their duties. Special awards and recognitions during the year will help to keep them focused on their work. Above all, make sure their assignments are fun!

### **Conveying Sense of Fraternalism**

As an Elected State Officer you need to set an example of brotherhood and unity as a corps of officers. As such, it is important that you make up your mind from the start to support the programs and plans of the State Master Councilor. It is also essential that you support one another. You will not always agree on everything that is done, but keep your disagreements private, and do not bring them to those on the outside. Never let a rift in the elected corps show to the Chapters. You need to be setting the example for how Chapter Officers get along and work together toward a common goal. In other words, you must practice what you preach, if you want to enjoy the respect and confidence of your peers. It is likely that some of you will be political rivals in the future, but there is a way to be adversaries in an election without becoming enemies. We all have the same ultimate goal—to improve ourselves, and to help the Order reach out to others through membership growth. Remember the meaning of the word, T.E.A.M.—Together Everyone Accomplishes More.

### **State Master Councilor's Ego**

Watch out for the "I/ME/MY" problem.  
It is not YOUR term of office—it is everybody's.

## ***Section 3: Performance Evaluation***

### **Measuring Your Effectiveness**

You should expect your performance as a State Officer to be measured by both quantitative and qualitative means.

Some of the quantitative areas you can count on being measured are:

- # of Keystone Crusader articles written and submitted on-time
- # of members recruited
- # of prospect events participated in
- # of visitations made
- # of Installations performed
- # of activities and events attended
- # of communication efforts by phone, mail, e-mail, and conference call

Some of the qualitative measures include:

- accuracy of ritual work, and effectiveness of presentation
- success in leading various activities
- performance as a leader while on visitations
- speeches and workshops presented
- completeness of written communications
- manner in which you relate with DeMolay members and Advisors
- knowledge of the customs, rules, regulations, and history of the Order
- ability to live and practice the principles of the Order of DeMolay

### **Non-Performance of Duties**

An unpleasant subject, but one that must be addressed, is what will happen if you fail to fulfill the duties of your office. Some of the options available include the loss of privileges, restriction from participation in incentives, verbal and written warnings, reduction of responsibilities, temporary removal of jewel and collar, or removal from office. This is not an “order of discipline” and any one of these actions may be imposed with or without prior warning. Such actions are situational and will only occur after the State Master Councilor has conferred with the Director of State Officer Programs and the Executive Officer.

### **Accountability**

The State Master Councilor is accountable for the actions of his elected and appointed officer corps. He is to supervise all activities assigned to his officers, and is responsible for the successful completion of these functions. He may reassign duties to other officers if he feels it is necessary. He may discipline his officers by denying them the right to speak in his behalf or represent the State Officer corps. He may dismiss Appointed Officers. He may even request that an Elected Officer’s collar and jewel be confiscated, and may suggest removal from office by the Executive Officer, but cannot himself effect that removal. He shall report such actions to the Director of State Officer Programs who generally reports the actions of the corps to the Executive Officer; however, the State Master Councilor is also directly accountable to the Executive Officer and may be called upon to explain directly any and all situations.

### **The Final Judge**

The Executive Officer is the final judge of your performance and your ability to accomplish the mission of the State Officer Corps.

*(Last revision: October 14, 2011)*