

# **UNITED STATES POWER SQUADRONS®**

## **Sail and Power Boating**

### **Guidelines For**

### **District and Squadron**

### **Liaison Officers**

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## **PREFACE**

The information presented in this Guideline is intended to be a brief review of USPS® policies, procedures, and protocol for Bridge Officers, Liaison Officers, and all committee members. All activities must conform to the USPS® Constitution, Bylaws, and the Operations Manual.

Your comments and suggestions are most welcome, and will be sincerely appreciated. Please contact the National, District or Squadron Liaison Officer.

### **DISTRICT AND SQUADRON LIAISON GUIDELINES**

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## **GENERAL POLICY**

### **GOALS**

USPS® strives to achieve and maintain good relations with public officials, regulatory and conservation agencies, safety and homeland security groups, and volunteer organizations concerned with recreational boating.

Good Liaison between USPS® and outside organizations promotes the development of operations and programs that are of mutual benefit, and help to solve problems to avoid misunderstandings and minimize conflicts. A sound Liaison program enhances USPS® within the boating community. This is the concern of every member and is the special objective of the Liaison Committee.

Ideally, the Squadron Liaison Officer (SLO) or District Liaison Officer (DLO) maintains a database of individuals and/or organizations USPS® can partner with. USPS® members, especially at the squadron level, can provide inestimable service to the organization by submitting names and addresses of “outside” sources to their Squadron Liaison Officer to keep this database up to date. Records can be kept on computer, file cards, or any other system conducive to record keeping. Many squadron members have business or social contacts worthy of inclusion in the database.

It is very important to remember these squadron records are maintained for the benefit of the Squadron and USPS®. All records are to be passed on to the Liaison Officer’s successor.

### **RESPONSIBILITIES OF THE LIAISON COMMITTEE**

1. Develop and maintain contacts on an individual basis with key personnel of various groups concerned with recreational boating.

2. Advise the Commander and appropriate USPS® committees of planned actions affecting recreational boating and sport fishing.
3. Prepare for the Commander a list of individuals who might be considered as invitees to a USPS® function, either as an honored guest or speaker. This responsibility is to be considered as a standing request from the Commander to the Liaison Committee throughout his/her Watch.
4. Act as host to the honored guests as directed by the Commander.
5. Advise the Commander on matters of Protocol.

### **OTHER ORGANIZATIONS**

In order to eliminate possible confusion, the DLO or SLO will refrain from making any contact with an office which is the national headquarters of any organization regarding Liaison activities without first obtaining authorization from the Chief Commander, the Chairman of the Government and Partner Relations Committee, or their respective designees.

**NOTE:** For USPS® or any District or Squadron to take a position as an organization on matters pertaining to legislation is considered lobbying, except when a member is acting purely as a private citizen and not as an official representative of USPS®.

### **DISTRICT LIAISON COMMITTEE**

The District Liaison Committee consists of the District Liaison Officer and all Squadron Liaison Officers. The DLO is appointed by the District Commander on the recommendation of the District Executive Officer, and he/she is Chairman of the Committee. District Liaison committee members do not serve as District Officers.

The DLO serves as the line of communication

between the Government and Partner Relations Committee and the Squadron Liaison Officers.

### **SQUADRON LIAISON COMMITTEE**

The SLO is appointed by the Squadron Commander on the recommendation of the Squadron Executive Officer, and he/she is Chairman of the Committee. He or she selects and chairs the Squadron Liaison Committee and serves as the line of communication between the District Liaison Committee and the Squadron. Many squadrons may not have a Liaison committee due to limited membership size.

## **GUIDELINES**

### **COMMITMENT**

Acceptance of membership on any committee is a commitment. That means pledging or promising to actively participate in all committee work and carry out assigned duties promptly or as agreed.

### **DUTIES**

1. Enhance, through continuous effort, the USPS® image in its relationship with governmental agencies and private organizations concerned with recreational boating.
2. Maintain a Liaison file of individuals in governmental agencies, etc., with the person's contact info to include name, title, address, phone number, e-mail address, agency or organization name, and website. The file could include individuals associated with the following (usually listed in the phone book):

- Governmental: Federal, State, County and City officials with Conservation and Enforcement Officers

- USCG: District Commander, Regional Commander, Capt. Of the Port, if applicable, Boating Safety and Education (Training) Officers, Station Chief
- USCGAux: Division or Flotilla Commander, Boating Safety and Educational (Training Officers)
- American Red Cross: District or Local Chairman, Water Safety Education personnel
- Conservation Groups: Chairman or members
- Environmental Groups: Chairman or members, including NOAA Personnel

Provide the Commander with a list of suggested invitees, prior to each major function, for his/her use in inviting guests and speakers to that function. The Liaison Officer must remember that such invitations are issued **ONLY** by the Commander. **Make sure that all potential invitees are cleared with the Commander prior to any discussion with the individual.** Do not intimate to an individual that an invitation might be received for a USPS® function. This will avoid embarrassment to the prospective invitee, to you, and to the Commander.

1. Act as host to the invited guest and spouse at the request of the Commander.
2. Advise the Commander of all present, proposed, and long range activities by outside organizations which could affect USPS® or recreational boating. This includes planned or proposed legislation, regulations, fees, etc.
3. Develop an exchange of lecturers and speakers as a means of acquainting other organizations with the goals and functions of USPS®. This develops a bond and interrelationship with the other groups that can benefit the entire boating community.
4. Contribute articles regarding Liaison activities to THE ENSIGN, and to District and Squadron publications as a means of publicizing and promoting Liaison.

## **SCOPE OF CONTACTS**

District Liaison activities are limited to matters that are important to the District. Squadron Liaison activities are limited to concerns affecting that Squadron's area.

## **OCASSIONS FOR INVITATIONS**

### **Winter/Spring Public Boating Class (January/February)**

Invite interested and cooperative individuals from the list of Suggested Invitees to speak briefly to the class on the importance of Safe Boating Through Education. This will involve the invitee, as well as make a lasting and favorable impression on the students.

### **Founder's Day (February)**

Invite local officials to the ceremony and banquet. Have them participate to see the fraternal and social side of USPS®, the member dedication, and the tradition of the Change of Watch.

### **Cooperative Charting, Rendezvous and VSE (All Year)**

Invite local officials, USCG or USCGAux officers as guests aboard the boats of various Squadron members to participate in cooperative charting, VSC and other on-the-water activities. This is an excellent opportunity to demonstrate how USPS® performs a vital public service to the boating community. Dates may vary in southern waters. (See OM 8.11, Liability Insurance.)

### **Fall Public Boating Class September-October**

Invite individuals from the list of Suggested Invitees to speak briefly to the class. This can be a member of the local Marine Advisory Board, the Marine Patrol, a member of the City

Commission, etc. There are a large number of persons who are very willing to speak before other groups. The list is limited only by the size of the DLO/SLO contact file.

### **Holiday Social Events December**

Inviting local officials to District or Squadron holiday get togethers presents another opportunity to enhance our USPS® reputation in the boating community.

## **SUGGESTED INVITEES**

Develop this list from the District or Squadron Liaison file. The file is like a gold mine, and is just as valuable to the Squadron that uses it conscientiously AND KEEPS IT UP TO DATE. Often, just a quick look through the phone book is enough to make a good start on the file. The following suggestions are only a few of the individuals who could be on the list:

1. Mayor or City Manager
2. Local or State Boating Law Administrator
3. Law Enforcement or Marine Patrol Officers
4. Representatives of USCG or USCGAux
5. Fish and Wildlife Agency Officials
6. Conservation Group Members
7. Officials of American Red Cross
8. Boy/Girl Scout Representatives
9. Yacht Club Representatives

## **PROTOCOL IN UNITED STATES POWER SQUADRONS**

### **PROTOCOL AND COURTESY**

USPS®, with its Districts and Squadrons, is a prestigious organization. Protocol and proper etiquette are important. Hosts and/or hostesses, assigned by the Commander should assist in making guests feel welcome. A "hand out" or fact sheet can be used to explain organizational structure, history, educational

program, civic service, etc., of USPS®. Specific information about a District or Squadron can be added.

The following suggestions are offered to help you enjoy the meetings and events. Some of the suggestions mentioned below are also discussed in the Operations Manual.

### **INTROUCTIONS AT DISTRICT AND SQUADRON MEETINGS**

**Officers:** The order in which the Officers of a Squadron should be introduced at a meeting or special event is not specifically spelled out in the Operations Manual. However, the OM implies seniority in the chain of command. This puts the order of introduction as follows:

Commander  
Executive Officers  
Educational Officer  
Administrative Officer  
Secretary  
Treasurer  
Assistant Bridge Officers  
National and District Officers, and  
visiting members

It is a courtesy to also introduce Past Commanders at District and Squadron meetings, respectively.

When arranging the seating at a head table, or introducing those members and guests, it is correct to follow the seniority or rank, generally alternating from right to left of the podium or dais.

**Guests:** The Commander may introduce guests and dignitaries, or he may delegate that to an emcee or other appropriate speaker. The Commander may introduce the guests in any order, but current National and District officers are introduced in order of rank. If members from another District or Squadron are present

at a function, each group should be introduced in the order listed above, **current** officers before past officers and members. Rank is also observed when introducing guests from the military.

### **CORRESPONDENCE**

It is essential that all correspondence to and from the Squadron, District and National be answered promptly. In your correspondence, pay particular attention to proper nomenclature and abbreviations regarding rank and grade. Consult the OM, Chapter 19 if in doubt. For example, a member's name and rank, but NOT the grade, appears on the outside of the envelope.

### **FLAG CEREMONIES**

Flag ceremonies always lend an aura of prestige to all meetings and special events, such as Change of Watch, Founder's Day, Commanders Ball, etc. Consult the section on Flag Ceremonies in the OM, Chapter 17.

### **UNIFORMS**

From the OM, Chapter 18: "USPS® has adopted a yachting-style uniform to add dignity and uniformity to official appearances of members. (See Page 11)

The uniform provides identification and recognition of the wearer both within and without the organization. At official functions, the "Uniform of the Day" is prescribed by the presiding officer. **(The wearing of a USPS® uniforms other than the one prescribed is in poor taste.)**

The jacket is to remain buttoned whenever worn, except in private. (The jacket is never removed when a bow tie is worn.)

Consult the OM, Chapter 18, for information pertaining to the various uniforms and placement of appropriate insignia.

## **INVITATIONS**

Invitations to guests must be extended, as directed by the District or Squadron Commander, well in advance of the event. The invitation should specify dress code. Invitations to District Officers for attendance at Squadron events should be made four to six weeks in advance. Be sure to include directions to the location of your function. For paying guests, the deadline for reservations, cancellation policy, name and address of contact person must be printed on the reservation form.

It is a nice gesture to send invitations to your events to neighboring Squadron Commanders, Bridge Officers, and members. This leads to good relationships between Squadrons. In addition, it is appropriate to invite District Bridge Officers and P/D/Cs to important Squadron functions.

## **INVITED GUESTS**

All invited guests and spouses at District and Squadron functions should be assigned an escort. At the Squadron functions, the Liaison Officer, Aides to the Commander, Past Commanders, and/or knowledgeable members can serve in the capacity of host and/or hostess, and should be notified well in advance of the function of their specific responsibilities. At the Squadron event, the host or hostess should introduce the guests to members of the Squadron and the Squadron Bridge. In the introduction, tell something about the guest, not just the person's name.

Be sure that the guest can circulate and meet as many members as possible. Likewise, be sure the guests are not left to themselves for an

extended length of time. Inquire of the Commander or the event chairman where the guests are to be seated, and keep the guests informed of the arrangements. If a ticket is required for the event, escort the guest to the appropriate person at the reservation table. If an event is a joint function with the USCGAux or other group, for example, it is the Commander's responsibility to have a member of that group act as host or hostess at any separate part of the meeting. The Liaison Officer may act as coordinator.

## **DISTRICT GUEST AT SQUADRON EVENT**

In the case where a District Bridge Officer is attending a Squadron function in an official capacity, including his home Squadron, it is a nice gesture to have the dinner or other expense waived by the Squadron. When that District Bridge Officer is from out of town, and will be staying overnight, reservations should be made at a local hotel. It should be made clear to the Representative in advance whether the Squadron will absorb the hotel room charge. An invitation to stay at a member's home may be extended. Detailed travel instructions will avoid confusion. Escorting an official guest to the site where the function is held will help if the location is difficult to find. Allow enough time for heavy traffic, etc., and arrange for the Representative to be picked up and escorted to the function.

## **GUEST PARTICIPATION**

On arrival, the District Representative and spouse, or companion, should be offered a beverage and informed where they will be seated. It is imperative that the District Representative be sent a letter, well in advance of the event, describing the duties that he or she will be asked to perform, such as pledging new members, conducting a Change of Watch, presentation of awards, etc. The

Representative should have a copy of the agenda, and if he or she is to be a speaker, a limit on the time for the speech or message should be given. If there is any change in the date, time, place or responsibilities, the Representative must be notified immediately. This is especially important during a Change of Watch since the schedule of the District Commander and Bridge can be very busy.

The District Officer should be notified ahead of time of the “Uniform of the Day,” and also whether the ladies at the function will be wearing formal or semi-formal dresses, or casual attire. Specific details are always appreciated by visitors, whether they are USPS® members or other guests.

### **ADVANCE NOTICE**

In the letter of invitation to the District, it is a nice gesture to ask the Representative to bring along his or her Officers Flag so it can be appropriately displayed at the event. The Liaison Officer, or the Flag Lieutenant, should have the responsibility for arranging the flags correctly.

Regarding flags on a rostrum or head table, for instance, the flag of the officer conducting a meeting should be displayed by securing it to the front of the rostrum. It may be hung horizontally or vertically, and in both cases the upper corner of the hoist will be to the left of the audience.

This subject is covered completely in the OM, Chapter 17.

### **DISTRICT OR NATIONAL REPRESENTATIVE AT SQUADRON EVENTS**

A District or National Representative should be an active participant in any Squadron event to which he/she have been invited. The

ranking Representative should be seated at the head table to the right of the Commander. The ranking Representative should be asked to administer the Pledge to new members, conduct an election, install the Bridge, etc. He or she should be involved with presentation of awards, such as Merit Marks, Senior Member, Educational awards, etc.

At National or Governing Board meetings, the Chief Commander presents his own message, but at District Conferences, the Chief or another National Officer delivers the message of the Chief Commander. At a Squadron meeting, the District Commander may attend personally, or may send another District Bridge Officer. If there is a question or resolution presented at a Squadron meeting which the members want to have brought to the attention of the District or National, it can be given to the District Representative in writing. The Representative will submit it to the District Commander for consideration, and if required, it will be put on the Council agenda or submitted to the appropriate National Officer.

### **SPEAKERS AT MEETINGS**

An outside speaker at any USPS® meeting should be most cordially treated as a guest and is usually given a memento of appreciation at the conclusion of his or her presentation. This can be in the form of a plaque, a small gift, or a certificate which should be framed. The speaker should be asked well in advance of the meeting if there are any special requirements or equipment needed. If so, the Squadron should make arrangements for a microphone, overhead projector, video, screen, etc. If there is to be a business meeting, the speaker should be notified to arrive at the conclusion of that part of the meeting. An Aide should be assigned to meet the speaker at the door outside the meeting room, and to escort the speaker to where he or she will be seated. If the meeting is still in progress, the Aide should



offer the speaker a beverage or engage in conversation, so the speaker does not feel ignored or imposed on. The speaker (and the Aide) should be notified exactly when the speaker should begin the presentation and the amount of time allotted.

## **DISTRICT FUNCTIONS**

Protocol at District events is similar to that at Squadron functions, and visitors and guests receive the same cordial treatment.

The most important guest at a District Conference is the Chief Commander, or his Representative. He is treated with the honor that is due the highest ranking person in USPS®. An Aide must be assigned to him for his convenience and the convenience of the District Commander. The D/C will have many duties and demands on his time during a Conference.

He has the meeting to prepare for and to preside over. **Not the least of his preparations for the meeting should be a review of the procedure for the presentation and retiring of the Colors.**

The D/C may not be able to accompany the C/C, or his Representative, at all times. However, the D/C should arrange a time to meet and escort the Chief to the hospitality rooms, and be prepared to make introductions to the Squadron Commanders, etc.

The D/C must send an agenda for the Conference to the Chief Commander or his Representative at least 4-6 weeks before the Conference. This letter should include the following information:

- 1.The schedule of events for the weekend
- 2.“Uniform of the Day” and ladies dress for all activities

- 3.The name of the hotel, with complete address, travel directions, and **hotel reservation confirmation**

- 4.The name of the person who will transport him/her from and to the airport

- 5.The name of the Aide assigned to him

6. The duties and activities in which the C/C or Representative will be asked to participate

- 7.Names of other guests and VIPs invited

## **FLAG CEREMONIES**

Although not recommended at District and Squadron business meetings, it is occasionally desirable that flags be advanced and retired ceremoniously. The Commander decides whether to pre-place the flags or have a formal color presentation. Presentation of the colors, intended to be an impressive and patriotic ceremony, should **NOT** be attempted unless the color guard knows how to march and execute maneuvers such as “column right” and “about face” (among others) correctly. If availability of experienced District or Squadron members is a problem, local groups like Sea Scouts or Sea Cadets are often willing and able to perform flag ceremonies. Flags may be advanced, and then retired at the end of the meeting, or they may be left in place when the meeting is concluded.

## **REFERENCES**

For more information please see Chapters 8 & 9 of the Operations Manual. This can be downloaded from the USPS® website [www.USPS®.org](http://www.USPS.org) under the Secretary’s Department.

For specific details, including diagrams go to the Flag and Etiquette Committee website at [www.USPS.org/national/fecom/ceremonies](http://www.USPS.org/national/fecom/ceremonies)

**Homeland Security** has received much attention since 9/11. America’s coasts, rivers, bridges, tunnels, ports, ships, military bases, and

(waterside) industries may be the terrorists' next target. Waterway security is better than ever but the U.S. Coast Guard and local first responders cannot do the job alone. USPS members can help by monitoring and reporting suspicious activity in sensitive locations:

1. Under and around bridges, tunnels or overpasses.
2. Near commercial areas, ports, fuel docks, cruise ships or marinas.
3. Near power plants and oil, chemical or water intake facilities.
4. Near military bases and vessels, other government facilities, or security zones.

The **USPS excellent Waterway Awareness Power Point presentation** answers many HS related questions. Access [Executive Department](#) on the USPS website.

The department of Homeland Security and the U.S Coast Guard ask recreational boaters to take part in **America's Waterway Watch program** to help keep America's Waterways safe by reporting suspicious activities. Complete information can be found at: <http://www.americaswaterwaywatch.org/>

**Citizen Corps** is the nation's largest Homeland Security group, consisting primarily of *first responders* to terrorism and national disasters. For specific details regarding programs and objectives, please see [www.citizencorps.gov/](http://www.citizencorps.gov/) Enter your zip code to find the nearest Citizen Corps Council. Expanded cooperation between USPS and Citizen Corps is being planned.

At present, District/Squadron Liaison and Homeland Security officers are encouraged to continue and maintain active Liaison with the United States Coast Guard, Harbor Safety or Port Security Advisory Boards, Airport Security, Border Patrols, Civil Defense and Law Enforcement agencies, etc. Ongoing Liaison activity will likely result in more specific Homeland Security involvement.

Please address questions to the USPS Government and Partner Relations Committee at [NGPRCom@att.net](mailto:NGPRCom@att.net)

### **USPS® Operations Manual References**

Below are **highlights** of Operations Manual references to Liaison, Legislative and Law (to

distinguish from preceding functions). SEE Operations Manual for more detailed explanation and complete reference.

#### 4.8 District Liaison –

- D/C is liaison among the Governing Board, national officers and squadrons of the district
- D/C responsible for seeing national policies are effectively carried out

#### 4.21 Duties of the Liaison Committee –

- Chairman appointed by D/C
- Committee consists of Squadron Liaison Officers
- Reports to District Executive Officer
- Promotes and maintains good relations with public officials and outside organizations concerned with recreational boating safety
- At District meetings, presents and retires colors, provides assistance to guests, and holds meetings with Squadron Liaison Officers

#### 4.22 District Legislative Officer –

- Appointed by D/C
- Advises on proposed or enacted legislative matters affecting boating
- Must consult with NGPRCom or C/C before representing District or Squadron regarding existing laws or proposed legislation

#### 4.38 District Auxiliary Liaison –

- Provides link between national auxiliary advisory committee and individual auxiliaries within the district

#### 4.58 District Law Officer –

- Acts as legal counsel to D/C and district council, supervises disciplinary hearings, and maintains liaison with the national and squadron law officers

#### 7.5 Squadron Liaison Committee –

7.6 Squadron Legislative Committee –

G.9 USPS® Liaison Policy/Procedures (5/05)

**Note: There are NO NGPRCom references related to Legislative Policies or Procedures to date**

## **SQUADRON MEETINGS**

Attendance and good programs are synonymous. So, what do we have to do to boost attendance at the squadron meetings and involve members in other squadron activities?

### **Where is the enthusiasm? Let's start to create some!**

A first step is to ensure a good squadron program by planning the meeting. Consider appointing a program committee. The committee could be one or more members who can acquire speakers to address timely subjects of interest to the membership.

Plan your programs as far in advance as possible and vary the type of program. If you have vital and interesting programs planned and they are advertised well in advance to your membership, you will increase attendance by arousing enthusiasm – even curiosity at times. Members will attend because they know they are going to hear something vital and worthwhile – educational, inspirational, interesting or even humorous.

Avoid too much discussion of business at the meeting. Much of this should be handled at the Executive Committee meeting.

Program Committees should be certain that programs are STARTED and STOPPED on time. Schedule a time for each item on your program agenda and strictly adhere to it. And, make your program move with momentum; don't let it drag on and on.

Good programming results from planning, and it is the life blood of every squadron. Interest of your membership must be kept at a high peak at all times. Work with your Program Committee chair and accept the challenge to constantly improve the quality of your programs. The rewards will be rich to your squadron.

Now that the members are involved in the squadron's meetings, let's see if we can get them involved in all other activities of the squadron. Why not give them each a job?

The following supplement partially answers where to get guest speakers.

### **SUPPLEMENT TO SQUADRON MEETINGS**

While you are scratching your head thinking of “Where am I going to get a speaker?” consider these possible sources.

<ul style="list-style-type: none"><li>• Salvation Army</li><li>• Red Cross</li><li>• Boy Scouts, Girl Scouts and Sea Scouts</li><li>• State Wildlife and Fisheries Official</li><li>• State or Local Marine Patrol Officer</li><li>• Local Police or Sheriff’s Department</li><li>• Investigative or Fingerprint Expert</li><li>• State Highway Department Official</li><li>• Local Telephone Company Official</li><li>• Power Company Official</li><li>• Gas Company Official</li><li>• Local Newspaper Editor or Outdoor Sports Editor</li><li>• State or National Congressman</li><li>• Circuit Court Judge</li></ul>	<ul style="list-style-type: none"><li>• Federal Judge</li><li>• City and County Officials</li><li>• Farm Bureau or Agriculture Agent</li><li>• Local Clergyman</li><li>• Chamber of Commerce</li><li>• Local Hospital Administrator</li><li>• Local Jail Warden or Superintendent</li><li>• Local Radio or TV Weatherman or Personality</li><li>• Local Doctor or Surgeon Regarding Water Accidents</li><li>• Past or Present USPS District or National Officers</li><li>• Past Squadron Commanders</li><li>• And don’t overlook the talent within your own Squadron</li></ul>
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Use your imagination and you will come up with another 25 sources. Did I mention that these people do not charge a fee? And, they are more than happy to speak to local groups at the drop of a hat. It is generally accepted that the squadron will foot the bill for the speaker’s meal

Important – Consider the future public support and PR your Squadron will receive.

## **TREATING A GUEST SPEAKER**

How a speaker is treated leaves a lasting impression on others about your organization. Follow these guidelines and your organization will have made a friend and received great PR for the future.

### **Introduction of a Guest Speaker**

When you schedule the speaker, discuss with him or her the amount of talk time.

At the beginning of the meeting, remind the speaker of the amount time he or she has. They should be allotted a maximum of 20 minutes. Allow some time for Q&A.

Important - Start on time and end on time.

Test the equipment and microphone before the meeting.

Have a copy of the speaker's bio for a short introduction.

Confirm with the speaker a few days ahead of the meeting about the location, date and time.

The introduction should be no more than two minutes.

In the introduction, mention the speaker's background and his or her subject.

It is my pleasure today to introduce our guest, Howard Jones     (emphasize his name)  
Or we are privileged to have with us today...Howard Jones (and title, if necessary)  
Or please welcome our speaker today...Howard Jones

Speak his name prominently and clearly with good diction. Never say, I GIVE YOU Howard Jones. This is the worst cardinal sin for introductions.

Additionally, if you are presenting the speaker with a plaque or certificate, face the audience and read the inscription to the speaker and the audience.

Facing the audience, present the certificate with your left hand to his left hand, shake right handed, and remain in place to stage pictures.

Invite him to please come back to see us again OR say he is welcome to come back to visit us again.

**Contributed by P/C Charles A. Vaughn, JN – St. Lucie River Power Squadron**

**ORGANIZATION CHART**

