



Memorandum

DATE: February 16, 2009

TO: Management Team

FROM: Brian S. Noble
Wayne Szretter
Ken Northrup

RE: Job Descriptions

DEPUTY EXECUTIVE OFFICERS

- Participate in creation of policy statements, via telephone, e-mail, and meetings with the Executive Officer.
- Represent the Executive Officer in Chapters by conducting inspections and making ceremonial visitations to Chapters and Advisory Council meetings to provide supervision and instruction as needed.
- Be responsible for the composition of the Advisory Councils of Chapters, advocate active participation of Sponsoring Bodies in the process, and recommend to the Executive Officer the addition or removal of members.
- Attend stated meetings and Installations of Chapters as requested, reviewing the attendance register, Chapter minutes, and paraphernalia storage area.
- Attend Advisory Council meetings, and review Term Plan, Risk Management and Youth Protection procedures, Council Minutes and Financial Records, at least annually in Chapters assigned by the Executive Officer.
- See that Chapters follow the Rules and Regulations of DeMolay International, the Bylaws of Massachusetts DeMolay, the Policies of the Executive Officer, and their own Chapter Bylaws.



Memorandum

- In coordination with the Director of Administration, see that all reports due from assigned Chapters are filed on a timely basis.
- Coordinate the establishment of New Chapters.
- File brief reports on visitations and/or Chapter contacts with the Director of Administration.
- Make honors recommendations to the Executive Officer and see that honors are awarded when due to a deserving DeMolay worker. Ensure proper presentation of Chevalier and Cross of Honor ceremonies.
- While supervising local Chapters, provide latitude for "local autonomy" in decision-making.
- Advise advisors. Leave the advising of DeMolays to their own advisors. Help advisors learn to provide proper guidance to their young men.
- Be a liaison, or a conduit, from the Chapters to the Executive Officer, to help him understand the needs of the Chapters in the areas of programming, support, education, or help.

DIRECTOR OF ADMINISTRATION

- Prepare all official correspondence for the Executive Officer.
- Work closely with the EO Management Team Members to provide administrative support necessary to do their jobs effectively.
- Serve as chief coordinator of records with the DeMolay Service and Leadership Center.
- Maintain up-to-date files of Form 10's, Annual Financial Reports and Advisory Council Certification Forms.
- File and maintain all active program files of DeMolay in Massachusetts.
- Coordinate all Chapter mailings and mass distribution of materials, including the Massachusetts DeMolay Handbook Sections.
- Monitors program plans and master calendar of MA DeMolay events

Memorandum

- Distributes "Parents' Guide to DeMolay" to parents of new members
- Distributes welcome letter and "New Members' Guide to DeMolay" to all new members.
- Prepare all Conclave registration materials and computerize records.
- Provide administrative support to the State Officers for program planning.
- Perform assigned work relating to DeMolay International Committee support for the Executive Officer.
- Perform daily banking and other duties relating to finances.

FOUNDATION TREASURER

- Working with the Director of Administration, annually review procedures for the deposit and disbursement of funds.
- Establish a system of financial reporting to handle several restricted funds in the accounts of Massachusetts DeMolay.
- Assist Executive Officer and Director of Administration in preparing annual budget and financial statements.
- Conduct financial accounting on a calendar year basis.
- See to preparation of all IRS forms required.
- Make recommendations concerning the investment of the various funds of Massachusetts DeMolay.

DIRECTOR of ADVISOR TRAINING and RETENTION

- Coordinate Advisor Training Seminars using the D.A.D. Program from DeMolay International (DeMolay Advisor Development).
- Develop and implement specific new curriculum as deemed necessary and proper for the advancement of "professional" advisory council members ensuring that more than just the required education is available to all Massachusetts DeMolay Chapter Advisory Council members regardless of Masonic affiliation or gender.

Memorandum

- Recruit instructors for concepts unique to Massachusetts DeMolay.
- Recruit trainers to conduct the D.A.D. Seminars on a local or regional basis.
- Coordinate with the Director of Administration to see that an accurate record of all D.A.D. completions is kept up to date and filed with DeMolay International.

DIRECTOR of ATHLETICS

- Complete coordination of the state athletics program, including budget development, the registration of teams, reservation of facilities, scheduling, administration of rules, hiring of officials, etc.
- Athletic competitions may include any activity permitted under our current insurance policies and DeMolay International Risk Management policies and program guidelines.
- Recruit additional adult staff to assist and support the programs.
- Publish and operate by all published rules for competitions.
- Develop a State Athletics Committee to review rules, policies, and programs on an annual basis.
- Write articles for Massachusetts DeMolay publications.

DIRECTOR of HONORS, AWARDS AND ALUMNI DEVELOPMENT

- Prepare promotional materials concerning the various awards available from the DeMolay International, i.e.: RD, PMC-MSA, Founder's Award, Blue Honor Key, Merit Bars, Hat's Off Award, 50-year Pins, etc.
- In coordination with the Director of State Officers, assist the State Officers in preparing and conducting workshops on Awards.
- Coordinate Distinguished Service Award promotion.

Memorandum

- Coordinate collection of nominations for the Advisor of the Year Award (a.k.a. Guild of the Leather Apron) to be submitted for consideration by the Executive Officer.
- Develop sponsors for various Massachusetts DeMolay Competitions and awards programs.
- Working with the Director of Administration, select trophies for annual competitions, except those awards and trophies that are coordinated within other Directors' programs.
- Working in conjunction with other program directors, develop new individual awards programs for Advisors and DeMolays to encourage participation and create enthusiasm.
- LCC:
 - Following the basic 5-course program of DeMolay International, customize the LCC program to be 100% applicable to Massachusetts DeMolay, revising questions and focusing lessons on specific goals.
 - Complete grading of all tests in a timely manner, and provide for feedback to the student so they can discover their errors and correct their understanding of the educational objective of that particular lesson.
 - Coordinate the distribution of additional tests, certificates, merit bars and other related awards.
 - Investigate means of conducting the correspondence course "on-line" with interactive scoring and immediate instruction.
- Chevalier/Legion of Honor:
 - Supervise in the areas of filing financial reports, officer address registrations, and a review of policies, bylaws and other operational directives to be sure each organization is operating within the requirements of the DeMolay International Rules and Regulations.
- PMC-MSA:
 - Coordinate collection of materials, their final evaluation and general promotion of the Past Master Councilor's

Memorandum

- Meritorious Service Award program of DeMolay International.
- Conduct correspondence with applicants and recipients, maintaining a file with the Director of Administration.
 - Maintain an annual listing of all applicants and recipients. Prepare promotion directed at Advisors to help inspire excellence in planning and implementation of a good Chapter program.
 - Write promotional letters, articles for the various publications of Massachusetts DeMolay, and workshops on the PMC-MSA program.
 - Representative DeMolay:
 - Coordinate collection of all Representative DeMolay Application Forms, their evaluation, and general promotion of the Representative DeMolay program.
 - Conduct all correspondence to applicants and recipients, maintaining a file with the Director of Administration.
 - Maintain an annual listing of all applicants and recipients.
 - Develop promotions directed at Advisors to make use of the program to help inspire self-evaluation among their DeMolays.
 - Write promotional articles for the various publications of Massachusetts DeMolay, and workshops on the RD program.
 - Alumni:
 - Develop an Alumni Association complete with an Advisory Board and Officers for the advancement of the DeMolay Foundation Endowment
 - Coordinate the Alumni Association activities including but not limited to the Alumni Banquet at the Annual Conclave.
 - Organize and maintain the Alumni database including the past state officers database.

Memorandum

- Supervise all arrangements relating to the annual Conclave and act as Chairman of the Conclave Committee in coordination with the Executive Officer and the Director of Administration.
- Assist the Executive Officer in naming properly qualified members to the Conclave Committee by recommendation or affirmation.
- Coordinate to include the Management in security and Conclave program supervision.
- Supervise on-site registration staff.
- Coordinate on-site facility needs with various committee and program chairmen.
- Assure by delegation that all A/V and room set-ups match specified requirements prior to each function.
- Serve as the liaison between Massachusetts DeMolay and the Conclave site personnel during the Conclave.

DIRECTOR of CONCLAVE AD BOOK

- ~~Promote sales of pages by Chapters, State Officers and Management Team Members.~~
- ~~Create a yearbook style Conclave program book, incorporating essential information for the Conclave, valuable historical information, and an annual "yearbook" review of Chapter and state wide events.~~
- ~~Coordinate content creation and printing bids with the Director of Administration.~~

DIRECTOR of MEMBERSHIP DEVELOPMENT

- Develop a membership recruitment promotion program to be implemented annually by the State Officers and Executive Officer Management Team Members.

Memorandum

- Educate State Officers, Advisors, and Management Team Members on how to "teach" membership concepts to active members.
- Recruit additional Assistant Directors to work on a regional or area basis to organize Chapter membership recruitment efforts.
- Develop themes and slogans, pamphlets, contests, etc. to generate enthusiasm for membership recruitment.
- Prepare and present statistical analysis of membership data.
- Develop a membership promotional pamphlet for distribution by Massachusetts DeMolay.
- Coordinate State Membership competitions as well as those sponsored by DeMolay International.
- Assist the State Officers in coordinating statewide/regional membership classes.
- Establish a list of "target" Chapters to receive special attention and help from the State Officers and Management Team.
- Promote use of available membership materials, such as films, pamphlets, posters, buttons, etc.

DIRECTOR of COMMUNICATIONS

- Serve as Editor of the BAY STATE NEWS - the official publication of Massachusetts DeMolay.
- Produce and/or oversee all other regular and special publications of Massachusetts DeMolay including promotional materials, brochures, electronic publications, etc.
- Act as to assist the webmaster for the MASS DeMolay web site.
- Provide assistance, support, and advice to local Chapters, Advisory Councils, and other staff members in producing their own regular and special publications.
- Work with the Executive Officer in developing and maintaining policies governing print and electronic publications of Massachusetts DeMolay Chapters and affiliates.

Memorandum

- Assist the Director of Administration in writing and/or production of staff newsletters, all-Chapter mailings, Conclave packets, etc.

DIRECTOR OF WEBSITE DEVELOPMENT

- Develop, update, innovate the presence of Massachusetts DeMolay on the Web.
- Populate the MA DeMolay Website (downloadable files in MS Word and PDF formats) with all DeMolay International and MA DeMolay forms and applications
- Develop on-line registration capability for all MA DeMolay events
- Maintain an accurate "Calendar of Events" of all MA DeMolay activities/events to include event start/end times , locations, and other information as appropriate
- Explore new methods of making the website a living resource for Chapters, members, advisors and the general interested public. Website should include a current list of chapters, state officers, staff and links to other DeMolay websites.
- Coordinate with the Director of Communication to maintain consistency in the communication program across all media.

DIRECTOR of RITUAL

- Conduct the annual Ritual Competitions.
- Conduct Ritual Competitions at Conclave.
- Coordinate Ritual Seminars.
- Assist the State Officers in coordinating statewide or regional class conferrals.
- Oversee the implementation of the Tournament of Champions Ritual Judging system in Massachusetts DeMolay Competitions.
- Chair the Advisors Committee on Ritual
- Coordinate the establishment of a State Initiatory and DeMolay Degree Teams and assist the State Officers in establishing the



Memorandum

dates of and administration of State Degrees offered on a regular and consistent basis.

DRAFT

Memorandum

DIRECTOR of SCHOLARSHIPS

- Promote the DeMolay Scholarship Fund of the Massachusetts DeMolay Foundation.
- Develop a pamphlet for mailing to DeMolays aged 16 and above, reporting the various scholarship opportunities available each year from DeMolay and other bodies within the Masonic Family of Massachusetts.

DIRECTOR of the STATE SWEETHEART PROGRAM

- Develop and maintain policies regarding Sweetheart /Ambassador's program
- Provide counsel and guidance to the young women participating in state programs
- Establish clear lines of responsibility, reporting, and accountability for young women participants
- Create and maintains leadership training opportunities for the young women interested in DeMolay in coordination with the Executive Officer
- Oversee and coordinates State-wide activities for young women
- Promote participation of young women in DeMolay activities
- Develop promotion of the State Sweetheart Competition.
- Oversee selection committee and election process for choosing a new State Sweetheart.
- Coordinate State Sweetheart's calendar of DeMolay activities with the Director of the State Officer program, insuring her involvement in state programs with proper chaperoning by parents or other authorized adults.
- Implement appropriate selection criteria.
- Supervise schedule of Conclave activities for all Sweethearts and their chaperons.

DIRECTOR of the STATE OFFICER PROGRAM

Memorandum

- Ensure that all State Officers have viewed the Youth Protection Video within 30 days of the MA DeMolay election of officers
- Develop and maintain policies regarding the State Officers program with input from the EO and EO Staff as appropriate:
 - Campaign regulations
 - Appropriate State Officer decorum and conduct
 - Requirements to hold elected and appointed state office
 - Degree of control by State Officers over statewide programming
- Supervise the activities of the State Officers Corps.
- Serve as the "State Chapter Advisor," filling the same role of a local Chapter Advisor, but working with the State Officers as if it were a Chapter.
- Teach leadership skills to the State Officers by helping them create opportunities to grow and develop through their activities.
- Establish clear lines of responsibility, reporting, and accountability for State Officers
- Obtain parental permission forms for each State Officer
- Obtain emergency medical releases for each State Officer
- Communicate with parents of State Officers as appropriate
- Address conflicts, issues, or situations among State Officers or between State Officers and chapter DeMolays or advisors; refers matters to the Deputy EOs or EO as appropriate
- Supervise the use of the State Officer's Expense Fund.
- See that Advisors are present at all State Officer functions.
- Review all plans for state activities with the State Master Councilor to assure preparedness for programs.
- Motivate, instruct, and inspire excellence in the State Officers.
- Coordinate the State Activity Calendar with the State Officers and the Executive Officer and ensure that the Director of Website Development is notified to include such events on the MA DeMolay website



Memorandum

- Coordinate with the Director of the State Sweetheart Program to involve the State Sweetheart in all programs and activities of the State Officers.
- Make recommendations for action to the Executive Officer if an elected officer is not performing up to expectations.
- Adjust the level of supervision in accordance with the performance of the officers.
- Develop criteria for the selection/election of Active DeMolays as members of the State Officer corps.
- Maintain and update the definitive copy of the Constitution of Massachusetts DeMolay State Chapter.

DIRECTOR of MASONIC RELATIONS:

- Maintains close contact and co-operation between the DeMolay and its sponsoring bodies, and other Masonic organizations.
- Utilizes every opportunity for DeMolay to be of service to a Masonic group.
- Makes use of all State activities (ceremonies and events) to inform the Masonic community about DeMolay, its programs and purpose.
- Is the Chairman of the Aleppo Shrine- Massachusetts DeMolay Scholarship Fund Breakfast.
- Be able to correctly explain how to recognize and introduce any Masonic dignitaries present at any State function and communicate that knowledge to the State Master Councilor.
- Inform the Masonic brethren on the principals and value of DeMolay by giving concrete examples of deeds done.
- Develop a Lodge of Instruction program about DeMolay.
- Write and submit articles to appropriate Masonic publications about DeMolay.
- Assist in the identification of and the cultivation of Masonic benefactors for Massachusetts DeMolay.

Memorandum

Education Director

- Develops educational programs for active DeMolays and Sweethearts in collaboration with the Director of State Officers and Ambassador Director (Sweethearts) at MA DeMolay Congress, DeMolay University, Conclave (as appropriate), and other MA DeMolay events as needed
 - Interactive sessions with youth and adult participation
 - Real life discussions/education and awareness training pertaining to everyday issues (e.g. teen violence, domestic violence, abuse, ADD, etc.)
- Develops curriculum to address life skills
- Develops curriculum to address DeMolay skills
- Trains presenters and speakers to provide dynamic educational atmosphere for DeMolay and Sweetheart participants
- Develops and implements an action plan to target educational needs of DeMolays in the context of the statewide DeMolay program
- Coordinates with other EO staff to identify appropriate venues/topics which harmonize with EO goals or themes

Public Affairs Officer (public relations/media specialist)

- Responsible for public relations program for MA DeMolay
- Serves as the official spokesperson for MA DeMolay as directed by the EO
- Responsible for Media activities
 - Establishes interviews with TV, print and radio media to promote DeMolay in Massachusetts
 - Submits written articles to local newspapers and other publications about DeMolay events throughout MA, and

Memorandum

- in particular, awards and recognitions of DeMolays and Advisors
- Responsible for marketing
 - Assists in developing marketing plans and strategies to promote MA DeMolay (internal, external, professional and Masonic organizations, etc.)
 - Assists in developing market research surveys
 - Contacts television, print, and radio
 - Provides effective exposure through various publications, including Masonic news media and local/national DeMolay publications
- Assists EO Staff in the design, editing, and completion of flyers, leaflets, brochures, handbooks and posters
- Promotes MA DeMolay activities and highlights program achievements
- Utilizes computer software to design surveys and correlate data
- Provides DeMolay Chapters with internal and external contact sources
- Maintains event calendars in collaboration with the EO, Chief of Staff, Executive Director, and Director of State Officers
- Publishes a MA DeMolay newsletter (at least quarterly)
- Enhances communications throughout MA DeMolay via media exposure, publications, speaker's bureau, directories, seminars/meetings, and speech material)
- Utilizes every opportunity for MA DeMolay to be of service to any Masonic group, the community, or appropriate charitable organization

ALL STAFF MEMBERS - General Duties

- Attend the Annual Conclave and all Management Team Meetings called by the Executive Officer, and other state functions when assigned.
- Support the programs of the State Officers and assist in their execution.



Memorandum

- Make annual recommendations for budgetary impact of program or special financial needs.
- Coordinate with the Director of Administration for all large printing and mailing needs, flyers, or articles for various publications.
- Any other duties assigned by the Executive Officer

DRAFT