



DISTRICT 99
DISTRICT LEADERSHIP COMMITTEE
HANDBOOK

2016-2017

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1 Introduction

The District 99 (D99) Leadership Committee Handbook (Handbook) contains information for candidates seeking a district leadership role. The information in this handbook is also intended to guide District Leadership Committees in carrying out their role and responsibilities in the identification and nomination of candidates for district leadership offices.

Some district officer roles are elected positions while others are appointed. Regardless of the method of selection, important principles and policies must be adhered to in accordance with Toastmasters International (TI) Policies regarding district nominations. In addition District 99 has established practices consistent with those required by TI.

This Handbook brings the TI and District information together in one resource for ease of reference.

History of the Handbook

The Handbook was prepared by Carol Blair, DTM, PID with input from Mona Cooley, DTM, PDG; co-chairs for the 2015-16 District 42 Leadership Committee. We express our appreciation and thanks to current and past district officers who reviewed this handbook and provided valuable input and feedback.

The intent is to update this Handbook as protocol, policies and practices change at the Toastmasters International and District levels. In particular, effective July 1 2016, District 42 became two districts, District 99 (northern Alberta and northern Saskatchewan) and District 42 (southern Alberta and southern Saskatchewan). The Handbook has been adapted to accommodate both districts.

Carol Blair, DTM
Past International Director, 1990-92

September 2015
Updated December 2016

2 District Leadership Committee

The District Leadership Committee (formerly the District Nominations Committee) is appointed by the district director to ensure successful district elections and long-term district success.

2.1 Committee Responsibilities

Toastmasters International sets out the following roles and responsibilities for the District Leadership Committee¹:

1. Seeks out prospective candidates
2. Evaluates and interviews candidates
3. Nominates candidates
4. Provides a complete report of candidates

2.2 Committee Member Composition

Toastmasters International sets out the following requirements:

- If possible, the chair should be a past district governor or past district director.
- The committee must consist of no fewer than five members, one of whom is appointed the chair.
- No member of the committee can be nominated for a district office in the election at which the committee's report is presented.
- The district director cannot be a member of the committee.

2.3 Committee Member Qualifications

Toastmasters International sets out the following requirements:

- Each committee member must be a member in good standing of a club in good standing and shall be selected from different divisions (or areas in districts without divisions).
- Each division (or area in districts without divisions) should be represented on the committee.
- Any committee member(s) may participate by telephone conference, email, or other means of communication when distance is an obstacle to participation.
- No member may have served on the committee the previous year.
- International director/officer candidates, region advisors and current members of the Toastmasters International Board of Directors cannot serve on the committee.
- To avoid the appearance of bias or impropriety, committee members having a personal or professional relationship with a particular candidate shall abstain from the discussion and voting, as a matter of good judgment.
- Members of the committee cannot participate in any campaign for district office nor endorse any candidate for district office.

2.4 Committee Timelines

Toastmasters International also establishes the following timelines:

No later than October 1	The District Director appoints the committee chair
No later than November 1	Remaining committee members shall be appointed.
Six weeks before district's Annual Business Meeting	Presents District Leadership Report

2.5 Committee Deliberations

Toastmasters International sets out the following requirements:

- The committee may ask to meet personally with candidates.
- Committee deliberations, including vote tallies, are confidential and cannot be divulged to anyone except the district director, World Headquarters, and the Board of Directors.
- The committee shall interview all known candidates for each elected position.
- Each candidate shall be evaluated using standard criteria that the chair will provide to the committee members.

3 District Leader Qualifications and Responsibilities

3.1 Nomination Eligibility²

Toastmasters International states that the committee must verify that candidates meet eligibility requirements. No prospective candidate can be nominated until:

- **District Director:** At the time of taking office, the district director must have served at least six consecutive months as club president and at least 12 consecutive months as a lieutenant governor / program quality director / club growth director, division governor / director or a combination of these.
- **Program Quality Director:** At the time of taking office, the program quality director must have served at least six consecutive months as club president and at least 12 consecutive months as a lieutenant governor / club growth director, a division governor / director, an area governor / director or a combination of these.
- **Club Growth Director:** At the time of taking office, the club growth director must have served at least six consecutive months as club president and at least 12 consecutive months as a lieutenant governor / program quality director, a division governor / director, an area governor / director or a combination of these.
- **Division Director:** At the time of taking office, the division director must have served at least six consecutive months as members of a district council.
- **Area Director:** If possible, the area director should have served as members of a district council.
- **Candidate understanding of duties and responsibilities:** The committee has determined that the candidate understands the duties and responsibilities of office, is committed to fulfilling those duties and responsibilities, and has the skills and abilities necessary to perform successfully as an officer. The committee should follow the guidelines and timelines provided by World Headquarters.
- **Candidate acceptance of nomination:** The committee has determined that the candidate will accept the nomination, although the candidate has the right to withdraw his/her name from nomination at the district's annual business meeting, and to be nominated from the floor as a candidate for another office.
- **Receipt of copy of Officer Agreement and Release Statement:** The committee has received a copy of the Officer Agreement and Release Statement signed by the candidate. To be nominated or elected, all candidates for district director, program quality director, club growth director, and division director must sign **Officer Agreement and Release Statement** published by Toastmasters International.

The district should make all reasonable effort to have **all other district leaders** sign the statement. All signed forms of elected leaders must be sent to World Headquarters, attention: District Services. These forms will be kept as part of the district's permanent records.

Copies of the District Leader Nomination Form and Officer Agreement and Release Statement are given in Appendix A.

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3.2 Elected Leader Roles

All positions must be held by members in good standing of a Toastmasters club in good standing. The responsibilities of each elected leadership position are as follows:

3.2.1 District Director

(Formerly the District Governor)

As the district's chief executive officer, direct the district in a way, which fosters strong clubs; produces maximum growth in education completions, clubs and membership; and be consistent with the interests of members of Toastmasters International. Motivate the district to achieve Distinguished recognition. Achieve the mission of the district in a manner that motivates volunteer leaders and promotes a standard of excellence in all district activities.

3.2.2 Program Quality Director

(Formerly the Lieutenant Governor Education and Training)

Under the guidance of the district director, strive to have every club and each member reap the benefits of Toastmasters and to have every club become Distinguished. Provides direction and counsel to division directors, area directors, and club officers on the educational opportunities in Toastmasters. Design and conduct successful district training programs, conferences, and other district educational events.

3.2.3 Club Growth Director

(Formerly the Lieutenant Governor Marketing)

Under guidance of the district director, make the benefits of Toastmasters membership available to greater numbers of people. Plan, develop, implement, and direct district marketing objectives. Develop and direct programs for new club development, club rescue efforts, club membership promotion, and membership retention. Achieve Distinguished District goals for membership and club growth. Promote standards of service to the member and to the club.

3.2.4 Division Director

(Formerly the Division Governor)

Achieve the mission of the district within the division, accomplishing district goals in membership building and retention, club extension, and educational accomplishments. Ensure that each club realizes its mission and fulfills its responsibilities to members. Achieve Distinguished Division Program goals and ensure that areas and clubs within the division achieve Distinguished recognition. Serve the division clubs by providing district support and resources through the area directors.

3.3 Other Positions

The following positions are either elected or appointed by the district director:

3.3.1 Area Director

(Formerly the Area Governor)

Provide district contact, support, and assistance to the club so that it may achieve the club mission and fulfill its responsibilities to members. Help clubs by keeping in regular contact with club presidents in the

area and by visiting each club at least twice during the year. Achieve Distinguished Area Program goals and ensure that each area club is distinguished.

3.3.2 Public Relations Manager

(Formerly Public Relations Officer)

Work under the direction of the district director. Help maintain communication between the district and its members and work to increase public awareness of Toastmasters International through the media. Prepare a public relations program designed to achieve goals for membership growth, club growth, and educational achievements in clubs and achievement in the Distinguished Club Program. Promote district conferences and leadership training opportunities within the district.

3.3.3 Finance Manager

(Formerly District Treasurer)

Establish and maintain effective fiscal management of the district. Promote the growth of Toastmasters by providing sound fiscal guidance to the district. Produce monthly reports reflecting the district's financial status, and ensure that expenditures remain within the budget approved by the district council. Ensure that the district maintains the financial controls established by Toastmasters International.

3.3.4 Administration Manager

(Formerly District Secretary)

Help the district function effectively and achieve its mission by recording and maintaining accurate minutes of district council, executive committee, and other meetings. Serve as upholder of the District Administrative Bylaws and policies.

4 District 99 Nomination Practices

4.1 District Expectations of Officer Positions

In addition to the requirements set out by Toastmasters International, District 99 has established the following expectations:

4.1.1 District Director

- Adhere to the TI job description for the specific role.
- Lead the development of the District Success Plan and Budget.
- Lead the development and monitoring of the District operational plan.
- Lead, mentor and support the District leadership team in its roles, responsibilities and accountabilities, including Finance, Administration and Public Relations Managers.
- Lead and conduct District executive and leadership meetings regularly according to required policies.
- Appoint Committee Chairs and establish regular progress and reporting procedures for each.
- Attend and present training at the Division & Area Director Training in May and/or June.
- Attend TI training in August held prior to the TI Convention.
- Be prepared and conduct interviews of TI Board and Executive candidates at the TI convention.
- Attend and present training at the District leaders training session in September.
- Attend and report at four District Executive Committee meetings and two District Council meetings during the year.
- Attend District Fall Conference and Spring Convention.
- Attend TI mid-year training in January.
- Attend and present training at District mid-year training held in February.
- Attend and present at regularly scheduled District All Leader Calls.

4.1.2 Program Quality Director and Club Growth Director

- Adhere to the TI job description for the specific role.
- Participate in development of the District Success Plan and Budget.
- Attend and present training at the Division & Area Director Training in May and /or June.
- Attend TI training in August held prior to the TI Convention.
- Be prepared and conduct interviews of TI Board and Executive candidates at the TI convention.
- Attend and present training at the District leaders training session in September.
- Attend and report at four District Executive Committee meetings and two District Council meetings during the year.
- Attend District Fall Conference and Spring Convention.
- Attend TI mid-year training in January.

- Attend and present training at District mid-year training held in February.
- Attend and present at regularly scheduled District All Leader Calls.

4.1.3 Division Directors

- Adhere to the TI job description.
- Attend Division and Area Director Training in May and/or June.
- Attend Division & Area Director Training in September.
- Attend District Fall Conference and Spring Convention.
- Attend and report at four District Executive Committee meetings during the year (at Convention, Conference, September and mid-year training)
- Attend District mid-year training in February in closest location.
- Participate and present at regularly scheduled District All Leaders calls.
- Hold at least two Division Council meetings through the year.

4.1.4 Area Directors

- Adhere to the TI job description.
- Attend Division and Area Director Training in May and/or June.
- Attend Division & Area Director Training in September.
- Attend District Fall Conference and Spring Convention.
- Attend four District Executive Committee meetings during the year (at Convention, Conference, September and mid-year training)
- Attend District mid-year training in February in closest location.
- Hold at least two Area Council meetings through the year.

4.2 District Officer Competencies

The Board of Toastmasters International identified competencies for each of the district officer roles.³ These competencies assist in identifying Toastmasters whose competencies would be suitable for specific district roles.

Link: <http://www.toastmasters.org/~media/9D123F7A018949E3B3C9E2A71DA6AC56.ashx>

Appendix B contains a listing of the competencies identified for:

- District Director
- Program Quality Director
- Club Growth Director
- Administration Manager
- Finance Manager
- Public Relations Manager
- Division Director
- Area Director

4.3 District 99 Campaign Speech Opportunities

In accordance with the TI guidelines, District 99 provides the following opportunities for campaign speeches at the annual D99 Spring Convention:

1. Friday evening

- Time is provided for campaign speeches on Friday night following the meal function. The Chair of the District Leadership Committee, or designate leads this part of the evening program.
- Speaking order: District Director, Program Quality Director, Club Growth Director, Division Directors, starting with Division A
- Campaign speeches are 2 minutes in length
- The timer leads the applause at 2 minutes

2. Business Meeting

- Candidates for **contested officer positions are given 3 minutes** to address the delegates.
- Candidates nominated from the Floor are given 3 minutes to address the delegates.
- Candidates should be prepared with a three (3) minute speech in the event a candidate is nominated from the floor.
- Candidates may have someone speak on their behalf, including floor candidates, if they are unable to attend the business meeting.

4.4 District Leadership Teleconferences

In 2014, District 42 introduced district leadership teleconferences. This practice is continued by District 99. These teleconferences, open to all officers and prospective candidates, are held in January and February.

The goals of the teleconferences are:

- To provide information on officer qualifications, roles and responsibilities.
- To provide information on the nominations process and guidelines.
- To encourage progression into district leadership roles.
- To reinforce the rewards of leadership and the importance of a personal assessment in terms of readiness for the role.

Information about the teleconferences is made available on the district website, through e-mailings to current district officers and other telephone and personal contacts.

Interested participants and prospective candidates are required to register for the teleconference. Please note that while teleconferences have been the common approach, other digital applications or web-based meetings may be considered.

4.5 Sample District 99 Leadership Committee Workplan

The following schematic provides a sample of a typical District Leadership Committee Calendar. Specific tasks, timeframes and responsibilities may change from year to year.

#	Activities	Timeframe	Responsibility
1	Communicate Leadership Committee Chair to District team	August	District Director
2	Receive most current listing of District officers	August	District Director
3	Determine when reports due to DEC; when participation required on teleconferences	August	District Director
4	Confirm workplan	September	Committee Chair
5	Complete Nominations Handbook (special activity; annual updates may be required)	December	Committee Chair/ Designate
6	Organize and present leadership teleconferences	January (2), February (2)	Committee Chair/ Designate
7	Prepare materials for D99 website	November, January, February,	Committee Chair/ Designate
8	Maintain Excel file of nominees	Ongoing	Committee Chair
9	Maintain folders for each nominee's documents	Ongoing	Committee Chair
10	Conduct interviews with nominees for elected officials	As required	Committee Chair
11	Prepare and send progress reports for DEC & Division Governors	As required	Committee Chair
12	Send and follow-up email requests / questions	As required	Committee Chair
13	Send confirmation emails to nominees	As required	Committee Chair
14	Final nominations call	Mid-March	Committee Chair
15	Prepare final Nominations Report for D99 Council Mtg	End of March	Committee Chair
16	Chair Friday Night Candidates Event	April	Committee Chair/ Designate
17	Present report at D99 Council Mtg (Spring Convention)	April	Committee Chair/ Designate

4.6 Some Frequently Asked Questions

While this handbook attempts to include all pertinent information for prospective candidates, questions inevitably arise. Here are some common questions:

4.6.1 Can area directors compete in speech contests?

In District 99, area directors are appointed rather than elected. As a result they can compete in speech contests. However, candidates for elected positions (district director, program quality director, club growth director, and division director) cannot compete in speech contests.

4.6.2 Can a Toastmaster who is a candidate for an elected position serve as a Toastmaster at a District Spring Convention event prior to the election?

No, this would not be in keeping with the principle of equal opportunity and fairness for all candidates vying for an elected officer role. A Toastmaster who is a candidate for an elected position should not be given a perceived advantage that is not available to other Toastmasters vying for the same position.

4.6.3 What happens if a Toastmaster wishes to stand as a candidate after the Nominations Report has been submitted?

Once the Nominations Report has been submitted to the district director, any candidates for an elected district officer role must run as floor candidates.

4.6.4 What are division director and area director contracts?

District 99 like some other districts has adopted a practice of asking newly elected division directors and appointed area directors to sign a written agreement regarding the standards and expectations they are to uphold in their position. A sample for each of the division director and area director agreements for 2015-2016 is given in Appendix D.

4.7 Planning Ahead

Some Toastmasters do not feel confident or prepared to assume a district leadership role despite their having the qualifications and assessed competencies. A suggested practice is to encourage these Toastmasters to assist district officers in other roles such as assistant area director, helping at speech contests, helping to organize / provide club officer training sessions, assisting with membership drives and other areas where district officers have responsibilities. This not only provides valuable assistance to the district officers but also provides opportunities for interested Toastmasters to gain some practical experience and learn about the roles and responsibilities of district officers. These Toastmasters may then be prepared to let their names stand as candidates in the following year.

5 Toastmasters International Campaigning Guidelines

Appendix C gives complete information on Toastmasters International Protocol 9.0 governing District Campaigns and Elections.⁴

Link: <https://www.toastmasters.org/Leadership-Central/~media/8BC5BFF991F1418DB944A2CEEDB69635.ashx>

Highlights of the campaigning guidelines follow.

5.1 Campaign Materials

At area and division speech contests, all candidates may distribute campaign materials. They may also display campaign materials in a candidates' corner at these events if space is available for the candidates' corner and if all candidates have equal access to it. Campaign materials may not be placed on walls, chairs or tables outside of the candidates' corner.

At the district conference, all candidates may distribute campaign materials, and they're allowed to display campaign materials in the candidates' corner at a district conference. Campaign materials may not be placed on walls, chairs or tables, or handed out at educational sessions, meal functions or the district hospitality suite.

5.2 Speeches & Speaking Guidelines

Campaign speeches are not permitted at any area speech contest, division speech contest or other district non-election meeting except the district conference. At the discretion of the area or Division Director responsible for the speech contest, **candidates present at the contest may be introduced to the audience if all candidates present are introduced.**

All candidates in contested races for district office, including floor candidates, may be allowed to speak at the district conference at a time other than during the district's annual business meeting. These campaign speeches must be given at an appropriate time and place, and be of an appropriate length, as identified by the district director, provided that all candidates are given an equal opportunity and are properly notified.

All candidates are allowed to give educational presentations at district conferences, provided the presentations conform to the needs of the district, and provided that all candidates for the same office are given an equal opportunity.

5.3 Hospitality Suites

The only hospitality suite permitted at a district conference is the one provided and operated by the district, with no contribution from any candidate. The provision of a hospitality suite is, however, at the discretion of the district director.

5.4 Advertising

Advertisements by or on behalf of candidates for district office are not permitted in district publications.

APPENDICES

Appendix A: District Leader Nomination Form and Officer Information and Release Form

Note: In D99, we request that officer candidates send their completed forms to the District Leadership Committee rather than the District Director. These forms may be found on the Toastmasters International website or the D99 website.

DISTRICT LEADER NOMINATING FORM



These materials are confidential. District leadership committee, upon completion of voting, submit all forms to the committee chair to destroy after the final report has been distributed to the district governor.

Are you interested in nominating yourself or someone else for a district leader position? If so, please complete the form below and submit it to your district governor. If you are nominating someone besides yourself, you may submit more than one person's name for each position.

To be nominated or elected, a member must meet the following requirements:

- ◆ Be a member in good standing of a Toastmasters club in good standing.
- ◆ Meet the qualifications of the position.
- ◆ Consent to being nominated and sign the Officer Agreement and Release Form

I wish to have the district leadership committee consider the following member for the office of:

- District Director
- Program Quality Director
- Club Growth Director
- Division Director (please specify division _____)

If applicable:

- Area Director (please specify area _____)
- Public Relations Manager
- Administration Manager
- Finance Manager

Name of nominee _____ Are you nominating yourself? Yes No

Address _____

City _____

State/Province _____ Postal code _____ Country _____

Telephone _____ Member number _____

Email _____

Home club name _____ Club number _____

Educational Awards CC ACB ACS ACG CL ALB ALS DTM

Other _____

To assist the district leadership committee member in their deliberations, please attach:

- ◆ Additional information you would like to include about this candidate.
- ◆ A description of any club and district offices held by the nominee (include dates of service if possible).
- ◆ Why you believe the nominee should be considered for the specified position.

Submitted by _____ Date _____

Mail, fax or email to your district governor.

Submit this form by _____.

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OFFICER AGREEMENT AND RELEASE FORM



Directions

Toastmasters International requires that any candidate running for and/or holding office, whether elected or appointed, agrees to and signs the Officer Agreement and Release Statement below. Please submit your signed form to the chair of the district leadership committee. Completed release forms will be submitted to the district governor. Then, only the forms of newly elected leaders will be sent to District Services at World Headquarters (districts@toastmasters.org) to be kept on file.

Officer Agreement and Release Statement

Consistent with my desire to take personal responsibility for my conduct, individually and as an officer of Toastmasters International and as a member of a Toastmasters club, I agree to abide by the principles contained in "A Toastmaster's Promise" and the governing documents of Toastmasters International and my club. I will fully comply with my fiduciary duties to Toastmasters International under its governing documents and the law of the land. I will refrain from any form of discrimination, harassment, derogatory, illegal, or unethical conduct, and I understand that if I engage in such conduct, I may be responsible to reimburse Toastmasters International, my club or other clubs, or other individuals involved with Toastmasters, for any damages, losses, or costs resulting from my conduct. Understanding that Toastmasters programs are conducted by volunteers who cannot be effectively screened or supervised by Toastmasters International or its clubs, I release and discharge Toastmasters International, its clubs, governing bodies, and representatives from any liability for the intentional or negligent acts or omissions of any member or officer of my club or other clubs, or any officer of Toastmasters International.

Confirmation

I have read and agree to the terms and conditions of the Officer Agreement and Release Statement.

Full name (please print) _____ Member Number _____

Officer position _____

Area (if applicable) _____ Division (if applicable) _____ District _____

Signature _____ Date _____

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Appendix B: Board-Identified District Officer Competencies

BOARD-IDENTIFIED DISTRICT DIRECTOR COMPETENCIES



COMPETENCY CATEGORY	COMPETENCY	EVIDENCE OF COMPETENCY
Skills	Strategic thinking and planning	District operational plan developed and monitored
	Empowering and developing members	Success in Distinguished District Program
	Inspiring and motivating members	Positive approach by district leaders and members
	Team building	Best people selected to fill vacancies for district positions and committees
	Team management	District leadership team meets regularly and reviews progress
	Collaboration	Works with key groups within the district and outside bodies to further the goals of the district
	Analytical skills	Reports regularly to members on district progress in the Distinguished District Program, including future trends and issues
Knowledge	Working knowledge of Toastmasters governing documents and manuals for district and club leaders	Applies Toastmasters policies and procedures to district activities
	Knowledge of meeting procedures	District meetings conducted according to required procedures
	Basic financial literacy	District meets financial reporting requirements of World Headquarters
Characteristics	Integrity	Observable in leader behavior
	Sincerity	
	Empathy	
	Honesty	
	Consideration for others	
	Service orientation	Mentors and supports other district leaders
	Passion for mission and vision of TI	District fulfills the requirements of the Distinguished District Program
	Creativity	
Enthusiasm		
Attributes	Respect	Observable in leader behavior
	Patience	
	Tact	
	Punctuality	
	Commitment to success and mission of Toastmasters International	Success in the Distinguished District Program
	Discipline to complete assigned responsibilities	
	Goal oriented	
	Tenacious	
	Organized, following up on plans	
	Decisive and able to make tough decisions when required	
	Adaptive and willing to change when needed	High levels of member satisfaction with district services
	Proactive, anticipating issues before they arise	Minimum of unresolved contentious issues in the district
	Resourceful and knowing where to obtain resources	Members' needs being met

BOARD-IDENTIFIED PROGRAM QUALITY DIRECTOR COMPETENCIES



COMPETENCY CATEGORY	COMPETENCY	EVIDENCE OF COMPETENCY
Skills	Organizing	Success of district conferences
	Managing people	Maintaining a strong network of trainers and positive feedback from participants in club officer training
	Team building	Best available members are chosen to conduct training and work on conference committees
	Team management	Meet at least monthly with division governors on Distinguished Club targets
	Analytical skills	Analyzes club trends in the Distinguished Club Program and prepares for at least 40 percent of Distinguished Clubs
	Delivering excellence	At least 40 percent of clubs are Distinguished by June 30
Knowledge	Recognition	Members and officers are fully recognized for their achievements thereby encouraging future achievements
	Working knowledge of manuals for club and district leaders	Seen as an active participant on the district leadership team
	Familiarity with education and training resources on the Toastmasters website	Volume of Toastmasters resources promoted to clubs
Characteristics	Working knowledge of <i>Speech Contest Rulebook</i> (Item 1171)	District contests conducted professionally
	Integrity	Observable in leader behavior
	Sincerity	
	Empathy	
	Honesty	
	Consideration for others	District membership retention
	Service orientation	
	Passion for mission and envisioned future of Toastmasters International	
Creativity		
Enthusiasm	District fulfilling the Distinguished Club Program requirements of the Distinguished District Program	
Attributes	Respect	Observable in leader behavior
	Patience	
	Tact	
	Punctuality	
	Commitment to success and mission of Toastmasters International	Achieving at least 40 percent Distinguished Clubs
	Disciplined to complete assigned responsibilities	
	Goal oriented	
	Tenacious	
	Organized, following up on plans	
	Decisive and able to make tough decisions when required	Quick resolution of issues concerning service excellence within the district
	Adaptive and willing to change when needed	Strong commitment by clubs to the Distinguished Club Program
	Proactive	Minimum of contentious issues in the district leadership team
	Resourceful and knowing where to obtain resources	Clubs' needs to provide excellent service are being supported

BOARD-IDENTIFIED CLUB GROWTH DIRECTOR COMPETENCIES



COMPETENCY CATEGORY	COMPETENCY	EVIDENCE OF COMPETENCY
Skills	Strategic thinking and planning	Optimal district marketing plan produced
	Achieving targets	A plan is available, accessible and operational to reach end-of-year club targets
	Creative thinking	New initiatives are introduced into the district marketing plan
	Team management	Club extension committee meets at least every two months about targets, results and plans
	Motivating people	Club coaches are obtained for all eligible clubs
	Achieving excellence	Works with important groups within the district and outside bodies to further the goals of the district
	Collaboration	Marketing team and new club sponsors are familiar with chartering requirements and paperwork and how to complete them correctly
	Analytical skills	Analyzes district markets
	Basic mathematical literacy	Provides regular quantitative feedback to district leadership meetings on district progress
	Knowledge	Knowledge of Toastmasters branding policy, Toastmasters on-line marketing resources, membership building contests, and club sponsor, mentor and coach programs
Familiarity with documents on contemporary marketing		Clubs achieve awards in membership building contests
Characteristics	Integrity	Observable in leader behavior
	Sincerity	
	Empathy	
	Honesty	
	Consideration for others	Clubs are supported with marketing
	Service orientation	
	Passion for mission and vision of TI	
	Creativity	
Enthusiasm	District fulfilling the growth requirements of the Distinguished District Program	
Attributes	Respect	Observable in leader behavior
	Patience	
	Tact	
	Punctuality	
	Commitment to success and mission of Toastmasters International	Success in membership and club growth targets in Distinguished District Program
	Disciplined to complete assigned responsibilities	
	Goal oriented	
	Tenacious	
	Organized, following up on plans	Quick resolution of district issues involving marketing
	Decisive and able to make tough decisions when required	
	Adaptive and willing to change when needed	Marketing adapted to needs of clubs
	Proactive, anticipating issues before they arise	Minimum of contentious issues in implementing the district marketing plan
	Resourceful and knowing where to obtain resources	Clubs are fully supported in marketing
	Curious and interested in learning the roles of District Director and Deputy Directors	Active participation in district leadership team

BOARD-IDENTIFIED ADMINISTRATION MANAGER COMPETENCIES



COMPETENCY CATEGORY	COMPETENCY	EVIDENCE OF COMPETENCY
Skills	Organizational skills	Keeps all records, correspondence, inventories and minutes in a logical and easily accessible system
	Writing and editing skills	Thorough and accurate district minutes and correspondence completed as an accurate record of district business
Knowledge	Achieving targets	Understands responsibilities of other members of the district leadership team and necessary deadlines
Characteristics	Integrity	Observable in leader behavior
	Sincerity	
	Empathy	
	Honesty	
	Consideration for others	
	Service orientation	Assists the District Director whenever required
Attributes	Respect	Observable in leader behavior
	Tact	
	Punctuality	
	Commitment to success and mission of Toastmasters International	Completes assignments required of the role
	Discipline to complete assigned responsibilities	Meets all role requirements on time
	Goal oriented	Completes administrative tasks accurately and on time
	Organized, following up on plans	
	Dependable	
	Responsible	
	Accuracy in reporting and recording	
	Diligent	

BOARD-IDENTIFIED FINANCE MANAGER COMPETENCIES



COMPETENCY CATEGORY	COMPETENCY	EVIDENCE OF COMPETENCY
Skills	Strategic thinking and planning	Helps develop, plan and deliver a fiscally responsible financial plan for the district, enabling district funds to be used in the most beneficial manner
	Collaboration	Works closely with the District Director to ensure the district is financially healthy and funds are being used in the most beneficial manner
	Analytical skills	Continually analyzes, monitors and forecasts the financial performance of the district
Knowledge	Working knowledge of Toastmasters governing documents	Understands the allowable and appropriate expenditures and financial requirements as per Toastmasters policies and protocols
	Accounting knowledge	Understands generally accepted accounting practices
Characteristics	Integrity	Observable in leader behavior
	Honesty	
	Service orientation	Fulfills the requirements of the role and follows up on relevant issues with the District Director
	Passion for mission and envisioned future of Toastmasters International	Reports on financial activities in terms of their contribution to Toastmasters goals
	Determination	Keeps district expenditure on budget
Attributes	Accuracy in reporting and recording	All reports produced accurately
	Discipline to complete assigned responsibilities	Completes all requirements of the role according to requirements and on time
	Goal oriented	
	Organized, following up on plans	
	Dependable	
	Responsible	
	Diligent	

BOARD-IDENTIFIED PUBLIC RELATIONS MANAGER COMPETENCIES



COMPETENCY CATEGORY	COMPETENCY	EVIDENCE OF COMPETENCY
Skills	Writing and editing	Conveys intended meaning to members and public in publications about Toastmasters and Toastmasters events
	Collaboration	Works closely with stakeholders within and outside Toastmasters to develop and maintain the district public relations strategy
	Recognition	Praises member achievement to recognize members and to publicize Toastmasters
Knowledge	Knowledge of Toastmasters branding and online public relations resources	Application of Toastmasters branding and online public relations resources suggestions in the district public relations plan
Characteristics	Integrity	Observable in leader behavior
	Honesty	
	Consideration for others	
	Service orientation	Clubs are supported with promoting Toastmasters to members and to the public
	Passion for mission and envisioned future of Toastmasters International	District public relations activities regularly produced
	Creativity	Public relations activities created with little guidance
	Independence	
Extraverted and approachable	Regularly approaches new target markets	
Attributes	Respect	Observable in leader behavior
	Tact	
	Commitment to success and mission of Toastmasters International	The district and clubs are supported with new materials to promote Toastmasters to members and to the public
	Disciplined to complete assigned responsibilities	Completes public relations projects on time and meeting agreed specifications
	Goal oriented	
	Tenacious	
	Responsible	
	Diligent	

BOARD-IDENTIFIED DIVISION DIRECTOR COMPETENCIES



COMPETENCY CATEGORY	COMPETENCY	EVIDENCE OF COMPETENCY
Skills	Strategic thinking and planning	Collaborates with district leadership team and Area Directors to ensure clubs have the best opportunity to achieve success and that clubs understand the Distinguished Club Program and strive to achieve Distinguished recognition
	Empowering and developing members	Success in Distinguished Division Program
	Coaching and mentoring	Coaches and mentors area directors in knowledge and procedures of Toastmasters thereby helping area directors to help clubs and members
	Analytical skills	Analyzes division and area statistics to plan for and monitor success
Knowledge	Working knowledge of Toastmasters governing documents and manuals for district and club leaders	Applies Toastmasters policies and procedures to division responsibilities
Characteristics	Integrity	Observable in leader behavior
	Sincerity	
	Empathy	
	Honesty	
	Consideration for others	
	Service orientation	Supports Area Directors in achieving their goals
	Passion for mission and envisioned future of Toastmasters International	Division fulfills the requirements of the Distinguished Division Program
	Creativity	Largely self-directed in determining and implementing what is required to fulfill the role
	Enthusiasm	
Independent		
Attributes	Respect	Observable in leader behavior
	Punctuality	
	Commitment to success and mission of Toastmasters International	Success in the Distinguished Division Program
	Discipline to complete assigned responsibilities	
	Goal oriented	
	Diligent	
	Motivational	
	Proactive, anticipating issues before they arise	Minimum of unresolved contentious issues in the division
	Resourceful and knowing where to obtain resources	Area Directors' concerns and issues addressed

BOARD-IDENTIFIED AREA DIRECTOR COMPETENCIES



COMPETENCY CATEGORY	COMPETENCY	EVIDENCE OF COMPETENCY
Skills	Motivating people	Motivates members to set and achieve personal education and leadership goals
	Coaching and mentoring	Assists club officers to understand what is needed for the club to be at least Distinguished and to help club members achieve their goals
	Analytical skills	Provide feedback to clubs on club performance and progress in meeting needs of club members
Knowledge	Working knowledge of <i>District Leadership Handbook</i> (Item 222) and <i>Club Leadership Handbook</i> (Item 1310)	Fulfills Area Director reporting requirements to World Headquarters
Characteristics	Integrity	Observable in leader behavior
	Sincerity	
	Empathy	
	Honesty	
	Consideration for others	
	Service orientation	Supports club officers and members to achieve their goals
	Passion for mission and envisioned future of Toastmasters International	Clubs in the area successful in Distinguished Club Program
	Creativity	
Attributes	Enthusiasm	
	Energetic	
	Respect	Observable in leader behavior
	Punctuality	
	Patience	
	Tact	
	Approachable	
	Commitment to success and mission of Toastmasters International	Success of clubs in Distinguished Club Program
	Goal oriented	
	Adaptive and willing to change when needed	High levels of club officer satisfaction with area services
	Proactive, anticipating issues before they arise	Minimum of unresolved contentious issues in the district
	Resourceful and knowing where to obtain resources	Club officers provided with ideas from area director to meet members' needs
	Diligent	Meets World Headquarters reporting requirements

Appendix C: Toastmasters International Protocol 9.0: District Campaigns and Elections⁵

Link: <https://www.toastmasters.org/Leadership-Central/~media/8BC5BFF991F1418DB944A2CEEDB69635.ashx>

Note: All officer titles and committee names have been revised to reflect the new terminology effective July 1, 2015.

1. District Leadership Committee

- A. The district leadership committee and its timetable are governed by Article XI, Section (b) of the District Administrative Bylaws.
- B. The district director is not a member of the district leadership committee.
- C. One committee member, preferably a past district director, is appointed as chair by the district director.
- D. No committee member may be nominated or run from the floor for a district office at the election at which the committee's report is presented.
- E. Each committee member must be a member in good standing.
- F. Each division within the district is represented on the committee.
- G. Committee members participate by conference call, e-mail, or other means of communication when distance impedes participation.
- H. No member served on the district leadership committee the previous year.
- I. International officer and director candidates, members of the Board of Directors, and region advisors do not serve on the district leadership committee.
- J. Committee members with a personal relationship with a candidate abstain from discussion and voting regarding that candidate.
- K. Committee members shall not participate in any campaign or endorse any candidate for district office.
- L. The district leadership committee interviews all known candidates for each elected position.
- M. All candidates are interviewed by at least two committee members jointly or individually.
- N. Candidates are evaluated using standard criteria the chair provides to the district leadership committee members.
- O. District executive committee members shall not take any action to endorse or officially support any district officer candidate.

2. Candidate Qualifications

- A. Candidate qualifications are defined in Article VII, Section (d) of the District Administrative Bylaws.
- B. The district leadership committee ensures that each candidate meets the candidate qualifications, understands the duties and responsibilities of the office and is committed to fulfilling them, has the skills and abilities to perform successfully as an officer, and would accept the nomination.

- C. To be nominated or elected, all candidates for district director, program quality director, club growth director, and division director must sign the Toastmasters International Officer Agreement and Release Statement and provide a copy to the district leadership committee.
 - I. The district makes all reasonable effort to have all other district officers sign the statement.
 - II. All signed forms are sent to and kept at World Headquarters.

3. Selection and Voting

- A. The district leadership committee members have equal opportunity to express their perspectives during candidate selection; exercise independent judgment during the selection process, considering the experience, abilities, and qualifications of each candidate as well as the best interests of the district and Toastmasters International; and consider all candidates for each district office.
- B. The district leadership committee chair casts his or her vote along with the other members of the committee for each nomination, but does not attempt to influence the other members of the committee.
- C. Committee members cast their votes in written form, and the committee nominates one or two candidates each for the offices of district director and program quality director and one or more candidates for the office of club growth director and all other elective district offices.
- D. To be nominated, a candidate must receive a majority vote of the district leadership committee.
- E. Leadership committee deliberations and votes are confidential and may be shared only with the District Director, World Headquarters, and the Board.

4. Committee Results

- A. Committee results are governed by Article XI, Section (b) of the District Administrative Bylaws.
- B. The committee report, distributed to the district council, at the discretion of the district director, includes a statement from each nominee outlining the nominee's qualifications and abilities to perform the duties of the office.
- C. The names of floor candidates are not published with the district leadership committee report or in any other district publication.
- D. The committee chair or the district director notifies nominated candidates and reconfirms their willingness to be nominated and their commitment to fulfill the duties of office.
- E. The committee chair or district director notifies candidates who were not nominated and advises them of their eligibility to seek office as floor candidates.
- F. Additional qualified candidates may be nominated from the floor at the district's annual meeting.

5. District Campaign Communications

- A. A campaign mailing is any message, unsolicited by the recipient, which promotes or publicizes a candidate.
- B. Unsolicited subscriptions to information by or about a candidate are not permitted.
- C. Communications by the district in connection with a candidate's presentation at a district conference and internal communication among campaign team members are not considered campaign mailings.

- D. District candidates shall only send two mailings, which are only sent to club presidents, club vice presidents of education, and members of the district executive committee:
 - I. The first mailing is sent between January 1 and March 31.
 - II. The second mailing is sent between the announcement of the district leadership committee results and the district's annual meeting.
- E. A candidate may have a website to promote his or her candidacy.
 - I. Candidates' websites may be linked or referenced only on the candidate's home club site and in campaign mailings.
 - II. A blog may be included on a candidate's website. Automatic notices are allowed.
- F. A district candidate may create campaign profiles on social media for the purpose of promoting his or her campaign.
 - I. Campaign profiles are separate from any existing social media profiles the candidate has.
 - II. Candidates may link from existing social media profiles to their campaign profiles and campaign site.
- G. District candidate websites and social networking campaign profiles of both successful and unsuccessful candidates are closed down within 10 days following the election.
- H. District candidates may use the Toastmasters trademarks, including the logo and the names "Toastmasters" and "Toastmasters International," on campaign materials and websites.

6. District Meetings

- A. District officer candidates, including floor candidates, may speak and give educational presentations at district conferences at a time other than during the district's annual meeting. The timing of the election of district officers is set by Article XII, Section 3(c) of the Bylaws of Toastmasters International.
 - I. All candidates receive equal opportunity.
 - II. The time, place, and length of presentation are identified by the district director.
- B. Candidates may distribute campaign materials at the district conference and display campaign materials only in the Candidates' Corner at the district conference.
- C. Candidates may not host a hospitality suite at any district event or contribute to a district hospitality suite.
- D. At district non-election meetings, such as area and division speech contests, candidates may distribute campaign materials, display campaign materials in a Candidates' Corner where each candidate has equal access, and be introduced as long as all candidates present are introduced.
- E. Candidates may not present at any district non-election meeting.
- F. Advertisements in district publications, such as in newsletters, at conference programs, or on websites, by or on behalf of candidates for district office are not permitted.
- G. District executive committee members shall not take any action to endorse or officially support any district officer candidate.

7. District Proxies

- A. District proxies and voting are governed by the District Administrative Bylaws, Article X, Sections (d) and (e).
- B. The district sends a credential or proxy form to each club president and vice president education 30 days before a district council meeting in the district newsletter or in the mailing announcing the meeting.
- C. The credential or proxy form must contain the district number; a description of the event; the date and location of the meeting; space for the club name and number; space for the name of the club president, vice president education, or proxy-holder who attends; space for the signature of the president or vice president education authorizing the credential or proxy; and the date the credential or proxy is signed.
- D. Proxies are valid only for in-person meetings.

8. District Credentials

- A. The credentials chair is, when practicable, a past district director.
- B. The credentials chair obtains a list of eligible clubs in good standing; a list of current district council members (club presidents, vice presidents education, and district officers eligible to vote); and ballots indicating the office being contested or sequentially numbered for each contest election.
- C. The names of nominated candidates are printed on district ballots; the names of floor candidates are not.
- D. The credentials chair ensures that no campaign materials are in the credentials area and that ballots are numbered sequentially, only issued to current district council members and only for clubs in good standing, and are signed for upon receipt.

9. District Elections

- A. The district director or a person designated by the district director explains the election rules and procedures to the delegates.
- B. A candidate speaks on his or her own behalf. If a candidate is not present, an authorized representative may speak for the candidate.
- C. A representative speaker may not be a member of the district executive committee, a member of the leadership committee, the credentials chair, or any other meeting official, unless he or she resigns before the district's annual meeting begins.
- D. The district leadership committee chair shall present its report. In the chair's absence, the district director designates a person to present the report. The chair or designee announces the names of the committee members and reads the name and club number of each nominated candidate, in alphabetical order, for each of the offices of district director; program quality director; club growth director; public relations manager, administrative manager, and finance manager if elected; and division directors.
- E. For each office, the district director inquires whether there are additional nominations from the floor.
 - I. Floor candidates or, in their absence, their designees state their eligibility qualifications.
 - II. Floor candidates must be nominated by a member of the district council or their proxy holder.

- III. Floor candidates for district director, program quality director, club growth director, and division director signs the Officer Agreement and Release Statement, which is sent to World Headquarters.
- IV. When nominations are complete, the district director declares the nominations for that office closed.
- F. The balloting for each office takes place immediately following the close of nominations for the office. The number of votes that a member may cast is governed by Article X, Section (e) of the District Administrative Bylaws.
- G. After nominations for an office are closed, if there is only one candidate for the office, the district director may entertain a motion to dispense with the secret ballot for the uncontested office or instruct the secretary to cast a single ballot for the candidate.
- H. The district director informs candidates that they are expected to assign one member to assist or observe the counting of the ballots.
- I. Each election is completed and the winner announced before moving to the subsequent office.
- J. Candidates nominated for one office and not elected to the office may be nominated from the floor for subsequent offices.
- K. Any candidate who receives a majority of the votes cast is declared elected. In the event no candidate receives a majority of the votes cast for a contested office, voting continues with the use of special ballots and without the name of the candidate receiving the fewest votes. Such procedure continues until one of the candidates receives a majority of the votes.
- L. Upon adjournment of the district's annual meeting, all election results are final. Results of the election are displayed in the registration area as soon as possible following adjournment of the meeting.
- M. All proxies and ballots are retained for 24 hours following the close of the meeting for review only by the district director or district credentials chair, as necessary, and immediately thereafter destroyed by the district director or the district director's designee.

Appendix D: Division Director and Area Director Contracts

D.1 Division Director Contract

As Division Director, your job is to lead and support the division by carrying out the activities below:

- **Provide motivation, guidance and supervision to Area Directors** to help them fulfill their roles and responsibilities
- **Contact Area Directors monthly** to discuss progress in the Distinguished Area Program, club visits and Distinguished Club Program
- **Ensure that each club achieves its mission and fulfills its responsibilities to its members.** To do this, you coordinate division activities, set division goals and assist in the training of area and club leaders.
- **Participate in Division Director Training provided by the District. Attend Executive Committee Meetings, District Conferences and District Council Meetings.**
- **Report regularly to the District Director and Program Quality and Club Growth Directors on division progress.**
- **Serve as division council chair, hold at least two division council meetings each year to discuss:**
 - Each area's and each club's plan, goals and progress in their Distinguished Program
 - Identify any need for assistance
 - Review club leader training plans and achievements
 - Discuss plans for division speech contests
- **Coordinate division speech contests.** As well, you are responsible for overseeing area speech contests within your division.
- **Assist Area Directors and clubs earn Distinguished recognition.**
- **Growth**
 - Ensure no net Club loss in the Division.
 - Assist the LGM and the District club building initiatives in building at least one new Club within the Division. Examples would be to participate at a demo meeting, do an educational talk or give a speech at a demo meeting, or perform the role of a club sponsor or club mentor.

As a District Officer, you now speak for the organization, not yourself. Everything we do must promote and reflect Toastmasters in a positive way.

D.1 Division Director Contract (Continued)

In addition to the above-mentioned standards, there are certain expectations that I have of **all** District Officers who will serve on next year's team, beginning with me. Every District Officer will be asked to agree to these expectations:

- **I will do everything I can to help every Club and the District achieve a minimum of Distinguished status.**
- **I will lead by example.**
- **I will complain up, never down.**
- **I will work as a team, always being honest and forthcoming to my other District Officers.**
- **As an Area Director, I will have an assistant.**
- **Whatever differences I may have with a team member or the organization, I will show unity to the District.**
- **I will be positive.**
- **I will not limit my communication with my Clubs and fellow District Officers to e-mail.**
- **I will listen.**
- **I will attend District Officer Training, all District Executive and District Council Meetings and District Conferences.**
- **I will work to resolve conflict.**
- **I will always remember that I am representing our organization in an official capacity. Therefore, I will dress and conduct myself in a professional manner at all times.**
- **I will have a GREAT time.**

I have read the above standards and expectations to be met by me in my role as Area Director, and agree to fulfill them to the best of my ability.

I understand that if I fail to follow them, it may result in my replacement.

Signature	Printed Name	Date
Division Director		

D.2 Area Director Contract

As Area Director, you have one of the most important jobs within the District. You are the direct liaison between the District and the clubs. The success of your Clubs and the entire District depends upon how well you execute your duties and responsibilities. To help you with this and to see that your Clubs receive the service they need, focus on the following standards during your term:

- **Focus on membership growth and educational achievements in Clubs.** Your top priority as an Area Director is to ensure the success of every Club in your Area, which in turn will ensure the success of your Area.
- **Motivate and assist each Club in the Area to become a Distinguished Club.** This means every Club in your Area is working the Distinguished Club Program.
- **Make at least two Club visits.** You must make a minimum of one visit in the Fall and one visit in the Spring to each of your Clubs. In your training, we will cover everything that needs to happen at these visits.
- **Make a presentation during the Club visit on one or more of the following topics:**
 - Distinguished Club Program
 - Communication and Leadership Tracks
 - Membership growth and development

In addition to the above requirements, you must also understand that as a District Officer, you now speak for the organization, not yourself. Everything we do must promote and reflect Toastmasters in a positive way.

- **Ensure that each Club understands the service roles of an Area Director and the District.** Your Clubs are your “customers” and you are there to provide service that will help them achieve their goals.
- **Contact Club Presidents** monthly about:
 - Distinguished Club Program performance
 - Follow up on items identified during previous visit or contact
 - District training or other District events
- **Growth**
 - Ensure no net Club loss in the Area.
 - Assist Division Director in building at least one new Club within the Area or Division. Examples would be to participate at a demo meeting, do an educational talk or give a speech at a demo meeting, or perform the role of a club sponsor or club mentor.
- **Hold at least two Area Council Meetings each year. The following topics should be addressed:**
 - Distinguished Club Program
 - Attendance at Club Officer Training
 - Planning for inter-Club events such as training and contests
- **Participate in District Training for Area Directors; attend Executive Committee Meetings, District Conferences and District Council Meetings.**

You will be provided the materials, training and support that will assist you in performing your duties.

D.2 Area Director Contract (Continued)

In addition to the above-mentioned standards, there are certain expectations that I have of **all** District Officers who will serve on next year's team, beginning with me. Every District Officer will be asked to agree to these expectations:

- **I will do everything I can to help every Club and the District achieve a minimum of Distinguished status.**
- **I will lead by example.**
- **I will complain up, never down.**
- **I will work as a team, always being honest and forthcoming to my other District Officers.**
- **As an Area Director, I will have an assistant.**
- **Whatever differences I may have with a team member or the organization, I will show unity to the District.**
- **I will be positive.**
- **I will not limit my communication with my Clubs and fellow District Officers to e-mail.**
- **I will listen.**
- **I will attend District Officer Training, all District Executive and District Council Meetings and District Conferences.**
- **I will work to resolve conflict.**
- **I will always remember that I am representing our organization in an official capacity. Therefore, I will dress and conduct myself in a professional manner at all times.**
- **I will have a GREAT time.**

I have read the above standards and expectations to be met by me in my role as Area Director, and agree to fulfill them to the best of my ability.

I understand that if I fail to follow them, it may result in my replacement.

Signature	Printed Name	Date
Area Director		

End Notes

¹ Toastmasters International. District Leadership Committee. <https://www.toastmasters.org/leadership-central/district-leader-tools/district-management/elections-toolkit/district-leadership-committee.aspx> Accessed November 2015

² Ibid.

³ Toastmasters International. Board-Identified District Officer Competencies. <http://www.toastmasters.org/~media/9D123F7A018949E3B3C9E2A71DA6AC56.ashx> Accessed November 2015.

⁴ Toastmasters International. May 2015. Protocol 9.0: District Campaigns and Elections. <https://www.toastmasters.org/Leadership-Central/~media/8BC5BFF991F1418DB944A2CEEDB69635.ashx> Accessed November 2015.

⁵ Ibid.