TOASTMASTERS INTERNATIONAL

PUT ON A GOOD SHOW

Meeting Planner Handbook

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WHERE LEADERS ARE MADE

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Item 220 Rev. 07/2020

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INTRODUCTION

Toastmasters International is undoubtedly in the meeting business. Our product—communication and leadership development—is presented thousands of times each week around the world in the confines of club meetings.

But beyond the weekly club get-together are many other meeting forms essential to the functioning of the club, Area, Division, and District. These special events fall under three main categories:

- Conferences
- Speech Contests
- Training Programs

The purpose of this handbook is to guide you—the meeting planner—through the many steps involved in planning, organizing, and executing a successful special event that meets your established goals and objectives!

This handbook provides a reference, a framework if you will. The outlines, charts, checklists, and ideas included will guide you through the most crucial details. Your own experience will help you add elements of creativity, fun, and design needed to create a truly memorable event.

Remember, a meeting is merely a vehicle to educate, entertain, and strengthen morale and support throughout the organization.

No single factor determines if an event is successful. There are many factors to be considered:

- Are the training sessions effective and worthwhile?
- Does each event begin and end on time?
- Is the food good and worth the price of a ticket?
- Does the sound system work perfectly during the speech contest?
- Are the hotel accommodations comfortable and reasonably priced?
- Do Toastmasters feel that the conference is worthwhile and enjoyable?

Thoroughly acquaint yourself with the contents of this handbook—most of the answers to questions that will arise can be found here.

Good luck with your event.

SELECTING THE RIGHT SITE

Depending upon the magnitude of your meeting, you will have to begin your work well in advance. Most desirable meeting places need to know when your event will be and how many people will be attending—at least six months in advance for small events and one to two years in advance for meetings of 100–250 people. Keep in mind, availability of facilities may affect when your meeting can be scheduled. When choosing a date it is best to consider if it will interfere with vacations or with school, state, national, or religious holidays?

Determining the right site for your meeting requires examining many factors:

- Size of your group
- Length of meeting
- Meeting budget
- Preferences of your group
- Where most attendees will be coming from
- Time of year
- Accommodations for people with disabilities

Many types of hotels and other sites are available for medium to large meetings. Here are some categories:

- Downtown hotels
- Suburban hotels/motels
- Airport hotels
- Resort properties
- Colleges and universities
- Conference centers
- Civic auditoriums or convention centers

Selecting the right facility for your group will depend on the factors previously mentioned, especially the size of the group and your meeting budget. Do not select a facility so large that you will be competing for space with other groups. But do not use a facility that is too small and cannot accommodate an unexpected increase in attendance.

For smaller meetings, such as training programs and Area speech contests, many other types of facilities are available, such as:

- Community rooms in libraries or banks
- Civic buildings or auditoriums
- Banquet rooms in restaurants (if a meal is part of the session)
- YMCA, Elks Club, or similar organizational facilities
- Club houses at large apartment or condominium complexes
- Training facility of a company

Be aware of when the lowest rates are typically available in your area and plan your dates accordingly. In some parts of the country, very nice facilities can be used at a fraction of the regular rate during a slow time of year for businesses. At the same time, plan well in advance if your meeting must be held during a very busy time of the year. Busy times vary by geographic location and may include cultural events, festivals, wedding season, etc. If you must share the facility with another group, be sure there are no surprises in terms of who will use what space and when. You do not want to place your speech contest stage next to a folding wall behind which another group will be conducting a festive wedding reception.

Accessibility is important and can affect attendance. If attendees will be flying to the event, consider an airport hotel. If most attendees drive, try to find a location that is easily accessible to as many as possible.

For maximum attendance, you can hold your meeting in a city or town with many Toastmasters clubs. On the other hand, a well-established club-building technique is to hold a meeting (especially one featuring a well-known guest speaker) in a city with low overall membership saturation, or even a town without a club. In such a situation, promote the meeting heavily and some interested non-Toastmasters will probably attend. Thus you have the potential of adding new members or a new club.

Learn from past experience. Several conferences may have been held in your area in the past. Make a list of properties used previously and note which proved the most successful. Note where the hotel staff has been particularly helpful and consider giving repeat business. Also, note any meetings where the physical layout of the facility created problems and avoid such sites.

Before booking, always investigate several possible sites. Once you have decided on your key criteria, take a first-hand look at two or more potential sites. Make a list and enumerate all of the points most important for your meeting. Use this list to evaluate each facility.

SAFETY FIRST

One area of meeting planning that cannot be stressed enough is safety. When every possible detail of planning a meeting is thought to be worked out, something unexpected comes up. Understanding risk and the steps you, the meeting planner, can take to minimize those risks is a very important and necessary step.

Liability laws have changed greatly over the past years and we live in an increasingly litigious society. At one time, liability for a mishap at a meeting usually was the sole responsibility of the property owner, such as a hotel. Today, courts of law may hold all parties jointly liable, including the organization sponsoring the event. In fact, the organization may be held liable for the actions of any one of its members.

What can be done to protect yourself and the organization?

Make safety a priority in your planning process. Institute a reasonable, thorough safety plan and designate one person as the safety officer for the event. For a small meeting, the meeting planner can fill this role. For a larger meeting, such as a District conference, a separate individual, experienced in planning meetings, can be appointed.

The safety officer is responsible for checking the facility before attendees enter the space and after they exit. Below are just a few items that may be monitored:

- Are aisles wide enough to provide easy access event after people are seated?
- Have adequate provisions been made for attendees with disabilities?
- Are there any obstructions in the attendees walking paths? Are all power cords properly taped and secured?
- Are there spilled drinks or puddles on non-carpeted surfaces?
- Are all raised platforms secure? Are stairways to the platform installed properly and include handrails?
- Are foldable walls secured?
- Are stairs adequately illuminated?
- Are all exit signs clearly marked and illuminated?

After the facility has been checked and all potential risks properly addressed, it is important for the safety officer to consider what attendees may do during the event. Is it common that attendees attempt to move into the aisles to take photos? Will your training group need to utilize power sources to charge laptops for an extended training session? It is important that your safety officer consider any additional safety risks and have a plan in place to correct any behaviors from your attendees that could cause a safety hazard.

Making the decision to include alcohol at your event involves safety considerations. It is important to understand host liquor liability stipulations from the country, state, and city where the event is being held as well as any guidelines and insurances imposed by the venue. Below is some additional information and precaution considerations to reduce your exposure to liquor liability.

HOST LIQUOR LIABILITY – Some states enforce alcoholic beverage control laws designed to protect individuals who are injured due to the negligence of an intoxicated person. These laws vary from state to state and the meeting planner should ask a representative of the facility or convention bureau about the local policy. This is important because the meeting sponsor could be held responsible for an accident caused by an inebriated guest during or following an organization-sponsored function. When planning a social event, check to see if the facility or the catering service is covered for "host liquor legal liability." If so, ask for written confirmation. For this and other reasons, take care with regard to all liquor service. Toastmasters funds (District, club, etc.) must not be used to purchase alcoholic beverages.

PREVENTATIVE MEDICINE – If alcohol is served at your event, take the following steps:

- Only professional caterers or bar staff are permitted to serve alcoholic beverages.
- Limit the length of time that permitted professionals are able to serve alcohol. One to two hours is best.
- Have tables of hors d'oeuvres located strategically around the room so that they are easily accessible. It is best practice to serve food any time alcohol is also being served.
- Providing alcoholic beverages for sale can broaden the organization's exposure to prosecution, even when a restaurant or hotel is involved. Try giving drink tickets to the guests as they arrive. Two per person is sufficient. This lets the guests know the appropriate amount to drink, and also provides evidence of how much liquor a guest had consumed in the event of a lawsuit.
- Limit the bar to beer and wine only.

PLANNING A SUCCESSFUL CONFERENCE

Conferences take on several forms, the most visible of which is the District conference. However, Area and Division meetings are also important and many items covered in this section apply equally to these meetings.

There are many ways to organize and conduct a District conference. The remarks in this section are, of necessity, very generalized and should be considered as guidelines.

Purpose of the Conference

The purpose of the District conference is to conduct the business of the District Council, stage a speech contest, elect District leaders, provide primary and/or follow-up training for District leaders and club officers, and provide additional educational opportunities in which Toastmasters can participate.

It is vital that your members leave the conference feeling they enjoyed, learned and benefited from attending—and they should leave wanting to attend the next conference. The success of your conference depends upon creativity and planning.

Conference Date

Each District is required to hold an annual District Conference to be held in person. This event will provide communication and leadership training opportunities to help achieve club and District missions, and it will include the in-person District Council meeting, as well officer elections. This conference must be held between March 15 and June 1.

Organizing Your Conference Committee

The success of your District conference depends upon appointing the right people to help plan and execute the event.

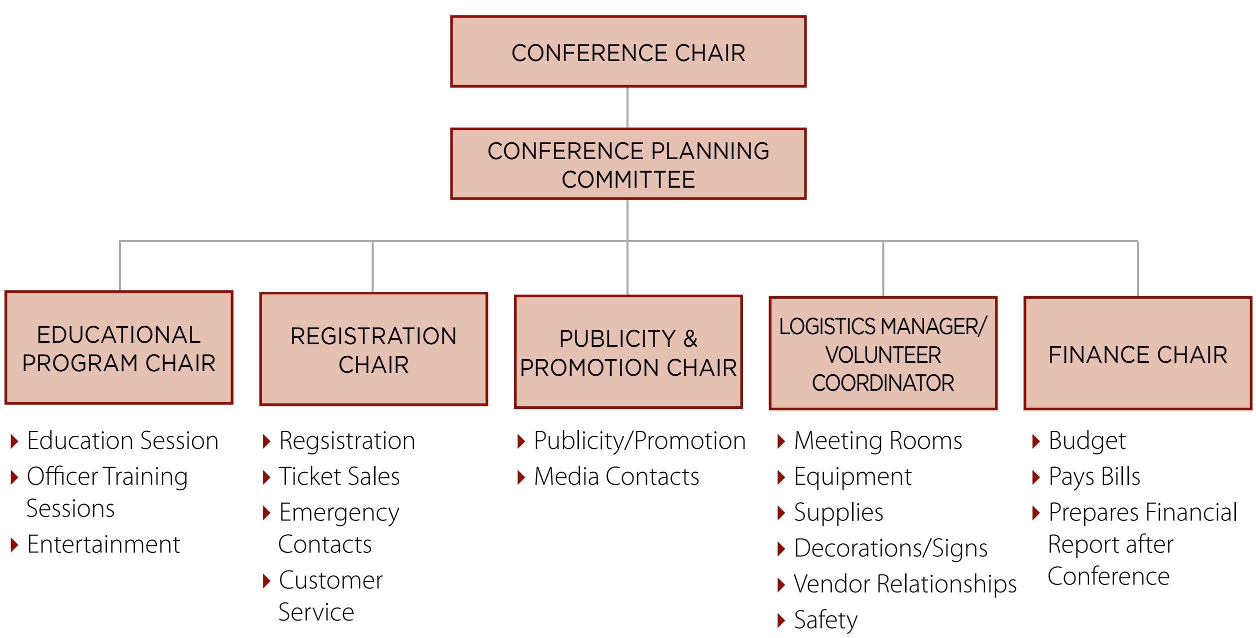
Whose conference is it? An important point: the meeting is a *District* function. Although one club may be considered the host club, all responsibility for the conference, including financial liability, rests with the District, not with the host club.

The first step is to appoint a **conference chair** who has a record of completing tasks. Good conference management requires good leadership, and excellent problem-solving skills.

Next, organize a Conference Planning Committee, based on key areas of responsibility. It should be made up of Toastmasters who are in, or close to, the community where the conference will be held. The committee should include the following chairs:

- **Finance chair –** Responsible for handling all financial matters involved in presenting the conference, including prompt payment of the hotel and other bills. They also prepare a conference budget and a financial report of income and expense.
- **Registration chair –** In charge of collecting registration forms and remittances, preparing registration packets (tickets, name badges, etc.), and registering all attendees as they arrive on site. Please note that the registration process should include collecting important information from the attendees to identify all food allergies, any special needs, and emergency contact information. This chair must be well organized, personable, and be able to remain calm under pressure. At the conference they will need to organize and maintain important attendee details and records to provide customer service and assist with minimizing safety risks.

- **Educational program chair –** Assists the Program Quality Director. They are responsible for organizing education sessions, officer training sessions, and entertainment.
- **Logistics Manager –** Serves as the liaison for the District in dealings with the venue, all vendors, and speakers. This chair works closely with the committee to make planning decisions and is responsible for communicating all meeting specifications to the venue. Meeting specifications will include:
  - Meeting room setup
  - Audio visual equipment needs
  - Meal function details
  - Program/session(s) details and final meeting agenda
  - Accommodations
  - Additional supplies
- **Volunteer Coordinator –** Coordinates all volunteer efforts to ensure that proper crowd control is efficiently managed throughout the event and the safety of the attendees remains a top priority. This important chair will identify necessary volunteer roles, recruit and train skilled individuals, and supervise the efforts of all volunteers during the event. It is important that the Volunteer Coordinator also serves as the safety and security officer for the meeting. They will be responsible for maintaining a safe physical space for all attendees. Ideally this chair has strong leadership skills and the ability to work well under pressure.
- **Publicity and promotion chair –** Publicizes and promotes the meeting throughout the District. This person should work closely with the Public Relations Manager. At the conference, this chair would work with local media covering the event.
- **Credentials chair –** In order for the District Council to conduct a business meeting, you will need a credentials chair. This chair should be a Past District Director or Past International Director capable of working under pressure. The District Director, Program Quality Director or Club Growth Director may access the District Council Members Report from District Central to determine clubs that are eligible to vote.



Promoting Attendance

Whether your meeting is a District conference, a speech contest, or a training program, you have to motivate members to attend. Take a hard look at your target audience. Why did last year's conference have high or low attendance? Why should someone attend this meeting?

The key to promotion is to start early. Inform members of this important event before they have an opportunity to make conflicting plans. Be sure your promotion tells:

Who Who will be speaking. Who will be expected to attend.

What Do not forget, not everyone in your District has attended a conference, speech contest, or other major event. Describe in detail, preferably in photos as well as words, exactly what the meeting will be like.

Where Location is often an incentive for many to attend. Stress recreational aspects of the selected hotel or city.

When Provide the dates and times of the conference's major events very clearly. Also be explicit with your registration cutoff date.

Why Provide good reasons in all promotional materials as to why a member should attend, perhaps with quotes from previous conference attendees.

How Be very clear on how to register. Make sure the registration form is clear and concise.

The best promotion for a District conference is word-of-mouth advertising. The reputation your District gains for holding quality, fun conferences can go a long way in helping future promotional efforts.

Negotiating and Finalizing the Meeting Arrangements

After examining several possible sites, making sure each has the rooms and meeting space available for your dates, you are ready to make a decision.

Before signing a contract, be certain all negotiations are completed to your satisfaction. Hotels generally will write up a standard contract for you. Examine this contract and make any necessary changes, then resubmit it to the hotel.

The basic elements of a hotel contract or letter of agreement are:

- Space being held (both the sleeping room block and meeting space)
- Dates
- Cost (sleeping room rate, meeting space rental, food and beverage minimum, etc.)
- Complimentary arrangements (or concessions meeting space, suites, etc.)
- Cancellation policies
- Credit and payment policies

Examine the contract for hidden costs. Be especially wary of any cancellation penalties which are severe or unwarranted. Make sure you are not paying for services normally offered for free or which can be negotiated. If you are a first-time planner, have the agreement reviewed by people with experience in planning meetings or even a member who is an attorney.

Ask the hotel to provide several references of other associations or groups which held meetings of roughly the same size as yours. Contact each of these references to find out if any major problems occurred during their meeting. If necessary, consider this information as you negotiate the final wording of the agreement.

Do not rely on verbal agreements. If the hotel representative agrees to provide rooms, meals, etc. at a specific price or free of charge, include it in the contract. Hotels change salespeople often and the person you deal with initially may be gone by the time of the meeting. If the hotel agrees to provide something you negotiated, get it in writing.

Accommodations for People with Disabilities

As you select a venue and prepare for your events, be sure to provide appropriate accommodations for people with disabilities. Legal compliance in any context can seem like a scary thing to have to tackle, but most members with disabilities will be happy to help you understand their needs, and will be grateful for the accommodation. As in all things, communication is key: reach out to your guests prior to the event to determine any special needs that may be present, and incorporate those needs into your choice of venue. Remember, it is your responsibility to put on the best event possible for all your guests, and to ensure that everyone leaves having had a positive experience.

Some key areas to note, hotels should be barrier-free in all areas accessed by the public. Any person with a disability has the right to reasonable accommodations to allow them to participate fully at conferences or other types of events. As you plan an event, it is your responsibility to ensure the selected venue complies with applicable laws in your jurisdiction related to accommodations for people with disabilities. See Policy and Protocol, **Protocol 2.0: Club and Membership Eligibility, 2. Members with Disabilities**.

Working with the Facility

Once the contract has been signed by both parties, your work begins. Begin establishing a positive working relationship with the facility staff and consider them an extension of your planning team.

Conduct an on-site meeting with the facility to familiarize yourself once again with the configuration of the hotel, traffic patterns, and meeting room sizes and shapes. Identify unique or specific details you will need to remember about each room, such as obstructions (posts, walls, etc.). You may consider asking the facility for the following information:

- Capacity charts and floor plans of the meeting space
- Brochures or photos that you have permission to use for promoting or marketing the event in your newsletter or on your event webpage
- Catering menus that include pricing

As soon as possible, supply the hotel with the following:

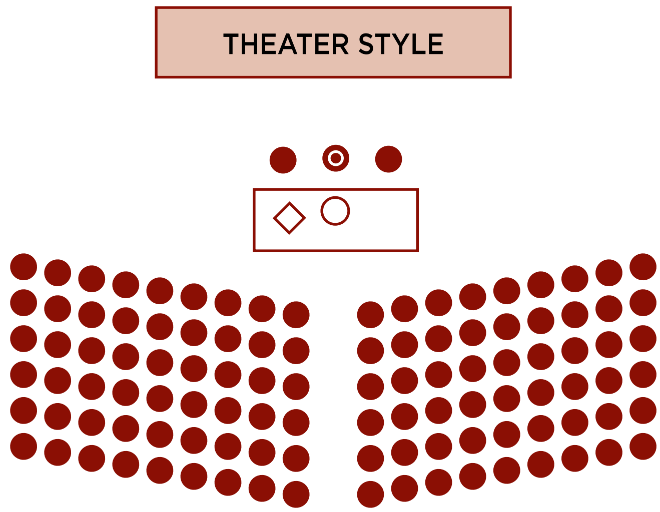
- An hour-by-hour outline of all event functions, indicating the specific rooms needed, room setup (theater-style, classroom, etc.), and the expected attendance for each event
- All food and beverage details (includes water stations, breaks, lunches, etc.)
- A VIP list so that guest speakers, Toastmasters dignitaries, and designated others are known to the hotel. From time to time hotels overbook and, as a result, cannot accommodate a guest with a reservation. Submitting a VIP list in advance can minimize the risk of a speaker having to stay at an off site hotel. You may consider including a clause in the contract that stipulates your list of VIP guests are guaranteed to stay at the hotel and will not be subject to any overbookings.
- A list by session, room, and time of any audiovisual or other equipment which may be needed.
- A complete description—preferably diagrams—of each meeting room and its desired setup.

Organizing the Meeting Space

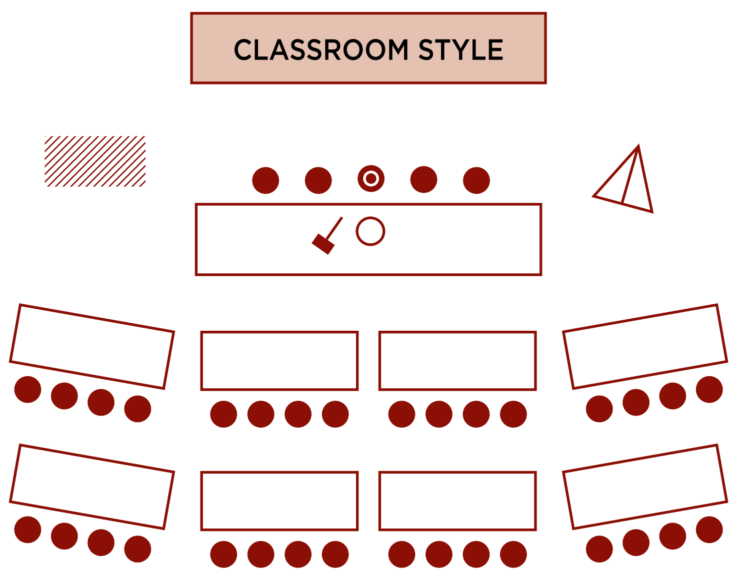
Work closely with the facility staff to determine how to correctly and effectively organize the meeting space. The facility staff will be able to provide ideas and guidance on how to best utilize the space to maximize the overall event flow, but it will be your responsibility to assign each function of your event into a meeting room and select how the room will be set up.

Here are some common room setups to consider:

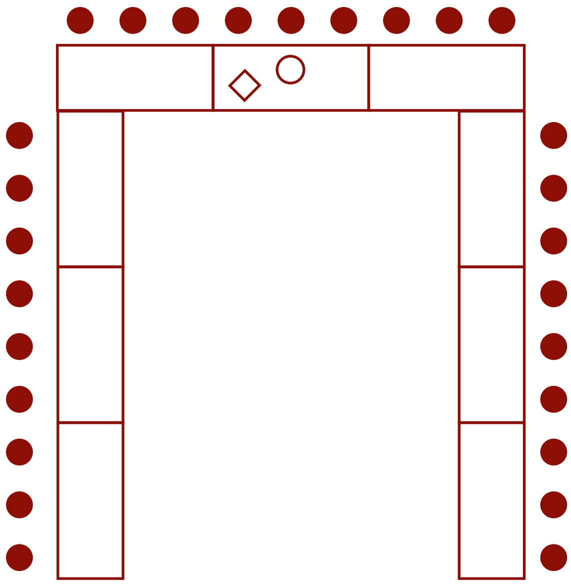
Theater or Auditorium Style: Chairs are set in rows facing the platform or lectern. Seating can be arranged around a center aisle or placed across the width of the room with aisles on both sides. Larger meetings may require additional side aisles. In rooms longer than they are wide, end sections of seating may be fanned to face the platform. Room capacity required and fire laws dictate the space between chairs, the distance between rows and the number, width, and locations of aisles. There are many variations of the theater setup with chairs in semicircular and even V-shape arrangements. Theatre style is an ideal choice for speech contest or a keynote speaker session.



Classroom Style: Attendees sit at tables facing the speaker. Most hotels and convention centers have a supply of 6-foot by 18-inch tables used for this purpose, but the number may be limited. Because of the additional labor, time, and tablecloths required, a number of facilities charge extra for this setup. There are also many variations of classroom style, with the tables set perpendicular or in a V-shape, which is also known as chevron shape. Classroom style setup is best used for training sessions, where attendees may be required to take notes and focus on a presentation lecture.

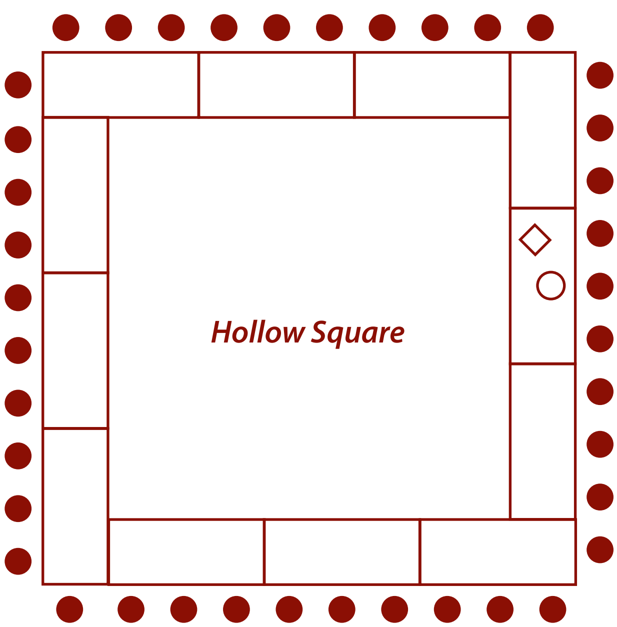


CONFERENCE STYLE



U-Shape

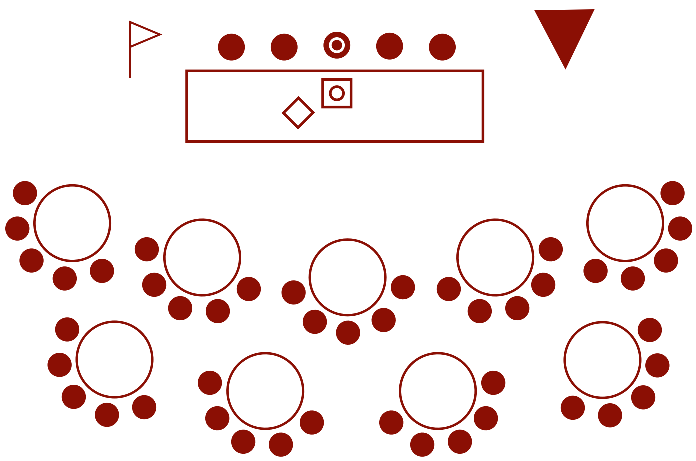
U-Shape Style: Tables are arranged in the shape of a "U", leaving one side of the formation closed and one side open. Attendees typically sit on the outside of the U-Shape. Normally the purpose of the opening is to allow presentations that are visual so that everyone can see. This style allows for a combination of formal presentation and group interactions or discussions. This style is very versatile and can be used for many types of meetings.



Hollow Square

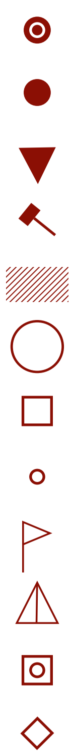
Hollow Square Style: Tables are connected end-to-end and form a large square with a hollow center. Attendees are seated on the outside of the square so everyone is facing into the center. This setup is ideal for collaborative sessions where attendees are expected to work together in a large group. Make sure to consider linens or modesty panels when using this setup. Hollow square style is idea for board meetings or committee meetings.

BANQUET STYLE



Banquet Style: Round tables are placed throughout the room and chairs are positioned according to your needs. There are various sizes of round tables and each hotel or facility may carry a different size. A round table can seat four to twelve people dependent upon it's diameter. It is important to ask what size banquet rounds the venue carries to help determine how many chairs you may request. Often, meeting planners will choose to set fewer chairs at a round table and position them so their is an opening to allow attendees to view a presentation. Banquet style seating is very versatile and allows for group interaction as well as a comfortable training setup.

ICON KEY



CHAIRPERSON
CHAIR
BANNER
GAVEL
BULLETIN BOARD
BANQUET TABLE
LECTERN
MICROPHONE
FLAG
EASEL
TIMER
ICE WATER

Facilities want to use their space to maximum advantage and may lease the same room or rooms to other groups at times when they are not needed during the meeting dates. If time is needed before the start of the session for distribution of meeting literature, testing of audiovisual components, etc., inform the facility to avoid tight setup problems. If the setup will be an elaborate or complicated one and an early start or setup will be required, tell the facility exactly when you will need the room set up. You may also consider placing a 24-hour hold on the meeting space during the contracting process to help minimize any risk.

Equipment

Any facility should be able to provide a list of services and equipment available, along with costs. In general, hotels have the customary items to arrange meeting rooms: chairs, tables, tablecloths, lecterns, and platforms. A few blackboards and easels may be available. Some properties may have their own registration counters and an in-house audio visual team.

Obtain specifics regarding the quantity, type, or size of the equipment available. Investigate its condition and be sure to know any costs involved. The following equipment is standard and should be available from most facilities:

Chairs. Although meeting room chairs are fairly standard in height and size, they come in many varieties – with or without arms, stackable or stand-alone, folding, cushioned, or molded. Check chairs for comfort and cleanliness. In the case of large meetings with simultaneous sessions, discuss the quantity with the facility representative to be sure the number is sufficient for all meetings rooms, with enough left over for use in office and service areas.

Tables. Most rectangular tables are 30-inches high and come in six-foot and eight-foot lengths, although availability can be limited. The standard width is 30-inches, but some facilities also have a supply of 18-inch wide tables needed for classroom setups. Cocktail or cabaret tables sometimes used for receptions are also useful as water tables when placed next to a lectern. They are 30"-36" in diameter and their height can typically be adjusted to accommodate attendees that are standing or sitting. Round tables come in various sizes from four to six feet in diameter, accommodating from four to ten persons.

Lecterns. Lecterns are often mistakenly referred to as podiums. A podium is a base supporting a structure. A person can stand on a podium but not on a lectern.

There are two basic styles of lecterns—a full-length type called a standing or floor lectern and a smaller table-top version. Some are equipped with a reading light; but be sure to specify this, if it is needed.

Platforms. Platforms are also referred to as risers or temporary stages. Dimensions vary greatly and are often dependent upon the ceiling height of the facility. The facility, or contractor, builds the required platform by placing platform pieces next to each other and/or on top of each other. Few facilities have a sufficient amount of platforms to build large stages in every meeting room. It is essential to construct staging so the width and depth are adequate for panel tables, lectern, audiovisual screens, or other required items. Equally important is the safety of those seated on the platform. The platforms should be stable, the pieces fitting together smoothly to prevent someone from tripping on an uneven surface. Chairs and tables cannot be placed too near a platform edge. If the platform is over 16 inches high, place stairs at either or both ends and use guard rails across the back if the staging does not fit flush against the wall.

White Boards, Flip Charts, and Easels. Few facilities have a large supply of white boards and some have only built-in boards. Ask if the facility provides dry-erase markers and erasers. Easels or flip charts may be available in limited numbers, but in many cases it can be cheaper to buy your own rather than rent.

Room Assignments

What room is used for which event should be established with the hotel well in advance and printed in your conference program. Some hotels are notorious for switching room assignments. If at all possible, do not accept any changes. Also, check each room in advance to see that the room is set up as you want it.

CONFERENCE BEGINS

Many meeting details mentioned in this handbook are not matters that can be left entirely until the meeting begins. Like most things connected with a meeting, preparation is necessary.

The Efficient Registration Desk

Registration is often the first experience your attendees have at your event. It is an opportunity for you to make a great impression and set the tone for the rest of the program. Smooth registration at any conference—large or small—is no accident. It is evidence of good planning, advance work, and supervision of staff involved. To maximize registration efficiencies and save your attendees from standing in long registration lines, have as many attendees preregister as possible.

It is inevitable that some attendees are unable to preregister or will need to adjust their registrations when they arrive on site at the event. It is important to anticipate this group of attendees and organize the registration desk to ensure that the registration process runs smoothly. Ideally, you will want to create separate lines to best serve each possible category of registrant. Most commonly, the registration categories include:

- **Preregistered Attendee –** People who registered in advance. This category of registrant should approach the registration counter, be greeted with a consistent welcome message, give their name, and receive their attendee materials.
- **On-Site Registration Attendee –** This category was unable to register prior to arriving on-site. This attendee should expect to have to spend more time in the registration process. Clearly labeling a separate line for this category of attendee will help to streamline the process for everyone. The registration staff assigned to this group should be well trained on the registration process and prepared to assist with money exchange or a system that allows the individual to process payment electronically. You may also consider having a staff member stand at the end of this line with registration forms and clipboards so attendees can begin filling our necessary information as they stand in line.
- **Registration Issues/Concerns –** This category includes any attendee that may have issues or concerns with their registration. It is best to create a separate line reserved to provide customer service to any attendee that raises a registration concern or issue. Ideally, the staff assigned to this line is an integral part of the registration process (likely a registration committee chair) and is able to answer all questions and assist each member with all unique requests and has a clear and open line of communication with decision makers if they are unable to make an accommodation or an exception. Typically a registrant will start in the preregistered line or on-site registrant line and the concern or issue will be raised or identified there first. Remove the attendee from the preregistrants or on-site registrants to the Registration Issues/Concerns line to get further assistance. The goal is to keep the preregistration line and on-site registration lines moving as efficiently as possible and managing any concerns or issues outside of these lines. If you are helping an unhappy attendee, this will also create separation from other attends while you troubleshoot the issue.

Below are some additional considerations when organizing your registration desk:

- Preregistrants should get the best possible treatment. The speed with which they complete the registering process will confirm the wisdom of registering ahead of time and serves as an example to others so that they will preregister next time.
- At a VIP desk, have a staff member ready to take personal care of speakers and other important guests. Sometimes speakers and guests may not pay meeting registration fees, but each still should receive a program and other materials.
- Carefully select the people who will handle the money. Honesty is important. However, many delightful people who are fine handling simple registrations cannot add, subtract, multiply or divide competently enough to fulfill your needs. Insist on a strict, careful handling of money. Tell your assistants that a ticket is considered money and that each one must be accounted for. This is just good business.
- If using paper registration forms for on-site registrations, be sure that registration forms containing any credit card information are properly secured in a safe each night. If it is possible, allow the registrant to enter their payment information directly into an electronic payment portal and do not collect credit card information on any forms.
- It is advised that you do not collect cash or checks if at all possible. If you must accept cash or checks, keep cash amounts relatively low in your registration area. Take packets of cash and checks, carefully counted and labeled, to the hotel safe regularly with adequate protection.
- After the main rush of registrants, your registration activities will likely decrease. Keep your best workers at the registration desks, but let the others move on to more pressing duties.
- Near the registration area, consider having an information table staffed to answer any questions a attendee could ask about the meeting or the host city.

Developing a Program

There are often specific elements that must be included in your program based on the goals and objectives of your meeting. These elements are sessions that must occur from year-to-year based on organizational business or tradition. These elements may include:

- Business meeting and election
- Presentation of awards
- Installation banquet
- Speech Contest

In addition to the above mentioned sessions that must occur, you should also consider adding a strong educational program. Education sessions or workshops are a great way to add value to the program and provide additional promotion opportunities. A relevant and timely education topic has the potential to draw more interest to your event and could increase attendance.

Here are areas to consider when developing educational sessions:

Education content development. Consider content topics that contribute to achieving the club and District missions. Stick to presentations dealing directly with communication and leadership. Deliver topics that can improve the skills of members, club officers, and District leaders.

Promote Toastmasters programs. Educational sessions provide an exceptional opportunity to demonstrate and encourage use of Toastmasters International programs like the Distinguished Club Program, The Better Speaker Series, The Successful Club Series, and The Leadership Excellence Series.

Something for everyone. Vary the educational sessions and conduct some concurrently. Use different formats—individual, panels, showcase formats, audience participation, etc.

Use the talent within your District. The best speakers available can be found in Toastmasters. Use your own members. Sometimes a professional speaker may be available at no charge to the group. Take advantage of these opportunities, but, you should not have to pay for speaking talent.

Choosing the Right Speakers

Selecting the right speaker is crucial to the success of the session. When conducting your search, keep the following in mind:

- Choose someone who meets the needs of your group. Ask members for their opinions beforehand, whether or not you already have someone in mind.
- If possible, hear the prospective speaker yourself.
- Know the speaker's area of expertise, making sure it conforms to your needs.
- Let the speaker know what your group is all about, and provide them with information on the organization.
- As soon as possible, take appropriate steps to secure the speaker's services. Do not wait until the last minute or you will be out of luck. Sign an agreement outlining the conditions of the engagement.
- Once the speaker has been secured, it is up to you to deliver. Work out all the public relations and promotions for the event.
- Know the speaker's presentation style, and determine what is required for an effective presentation.
- Ask the speaker if any material will be handed out during the presentation.
- Make plans for properly hosting the speaker throughout their stay.
- Arrange for an appropriate introduction of the speaker (see the following section).
- Prepare the speaker and protect them against possible indignities or uncomfortable engagement.
- Most importantly, follow through on any agreed upon concessions or services and appropriate expressions of gratitude. Professional services require professional attention.

It is customary to introduce the speaker to the audience. Before you spend time writing a speaker introduction, reach out to the speaker and ask if they have a preferred or standard introduction. If not, work with the speaker to create a short introduction, between thirty seconds to two minutes, that positions the speaker as a subject matter expert and introduces the topic. .

On-site speaker management. Be prepared for all potential issues that could arise once a speaker has arrived on-site to give their presentation. It is important to assign a single point of contact for the speaker. This person should be someone that is on-site and can communicate to the meeting planning team and the speaker to alert both parties if any issues arise. The speaker should be greeted at a specified location and walked to their session room. This is a great opportunity to have them meet the audio visual team that will be assisting with their presentation. Offer the speaker some time to conduct a rehearsal and complete a sound check to make sure all audio and visual components are accurately set to support the presentation as agreed upon. Any identified issues or concerns should be addressed and fixed at this time. Make sure your speaker understands the importance of speaking for only the agreed upon session durations and not going over their allotted speaking time slot. It is very important your program stays on time so all speakers are given their agreed upon time to present their content as they have prepared.

Questions and answers with speakers. It is common to include a questions and answers component during or after a speaker's session. The attendees are excited for an opportunity to engage with the speaker and some speakers use questions from the audience to better deliver information that the audience is interested in. Make sure to work with your speaker in advance and collaborate on including a question and answer component to their session. You may be able to provide tools that will help the speaker to accomplish a well organized question and answer component or the speaker may have a set standard in how they incorporate this engagement into their presentation.

There are many ways to organize how questions and answers are implemented into a session, please see below for some ideas to consider:

- **Mic Runners –** Consider having 2-4 volunteers on each side of the room with microphones. Allow the attendees to raise their hands to ask a question. The mic runners will walk to the attendee with their hand raised and will ask them to stand and state the questions into the microphone. This allows the entire audience to hear the question and also allows the speaker to see the attendee that is asking the question.
- **Active Speaker –** Allow the speaker, that is using a handheld microphone or lapel microphone, to walk around the room and take questions from attendee. The speaker can allow the attendee to ask the question into the microphone or can simply restate the questions so the audience can hear what was asked.
- **Aisle Microphones –** Place a microphone into each of the main aisles of the session room. Attendees will walk from their seats to the aisle microphone and stand in line to ask a question of the speaker.
- **Written Submission –** Prior to the start of the session, provide the audience with paper on which to write questions. Designate someone to walk around the room and collect the slips of paper with questions. A moderator or the speaker can read the questions from the slips of paper.

Starting On Time

Can a meeting be run on time? The answer is definitely yes. You can run it on time if you want to. When you delay the start of a meeting to wait for late-comers, it is unfair to those who arrived promptly and it wastes time. By starting late, you assure from the outset that your program will run behind.

There is no magic technique to starting on time. Here are some things that help.

- Prepare your speaker to begin precisely on time by giving them a 5 minute and 1 minute warning prior to the start of the session.
- Make it clear that the session will need to end on time and that you are prepared to signal the speaker with timing cards, can provide hand signals from the back of the room, or can assist with providing a count-down clock at the foot of the stage.

- Build time into your program between each session that allows you to efficiently transition from one speaker to another.
- Start each session exactly on time. Do not wait for stragglers. Start the session no matter how many people are in the room. Your audience will come in fast enough if the session begins.
- Consider giving a 5 minute warning prior to the sessions posted started time. You may also have a volunteer begin inviting attendees to take their seats 5-10 minutes prior to the sessions start time.

Do not accept the idea that you cannot start on time. Set a time when the program will begin and end, and stick to it!

WORKING WITH THE CATERING DEPARTMENT

Whether you are having your event handled by an outside catering service or by the in-house staff (at a hotel or restaurant), you need to coordinate your meal and beverage plan with them. Here are a few things to add to your checklist:

- Will the caterers simply bring the food into the room or will they actually serve the guests? If they do not set up or serve, you need to assign volunteers to carry this out. If the caterers will set up and/or serve, you must supply them with placement details. You will also need to arrange the cleaning of tables and the pickup of any unconsumed food or drink.
- Coordinate the timing on delivery of food during banquets where speakers will be at the lectern during the meal. Unless you are pressed for time, do not schedule any featured speakers during the meal itself.
- Advise the caterers to serve the head table first, beginning with the honored guest or speaker.
- Ensure that everyone else is served simultaneously, so they will begin and end at the same time. It may be best to leave the finished dessert dishes and coffee cups on the table until after the festivities end: that way the speakers are not disturbed.

Coffee Breaks

A common mistake is to schedule too little time for breaks. Allow enough time for the attendees to move to and from the break location. Refreshments setup should be completed at least 15 minutes earlier than the scheduled time for the break.

Breaks usually feature coffee, tea, and soft drinks. If it is a hot day, add iced tea and prepare 50 percent of the order with hot drinks and 50 percent of the order with cold drinks. In the afternoon, these figures should change to 35 percent hot drinks and 65 percent cold beverages.

Break costs may be quoted either on a per person or consumption basis. Paying for coffee by the gallon and pastry by the dozen is usually more economical than paying a per person price. Generally, you can serve up to twenty 5 oz. cups of coffee from one gallon. Budget these costs in your registration fee.

Receptions

There are a number of methods to plan and pay for social events in which liquor is served, but the preferred arrangement is the cash bar. (For important liability information see the Safety First section.) Guests pay the bartender directly or present to the bartender a ticket purchased from a cashier for each drink. Tickets may be the same price for all drinks or a different price (and color) for wine, beer, mixed drinks, and soft drinks. Most facilities place a minimum on the drinks sold per bar or per bartender; if the minimum dollar amount is not reached, the organization must pay for each bartender's time for a minimum number of hours.

Soft drinks (including diet and caffeine-free sodas) and/or fruit punches should be available for those who do not drink alcohol and also for children, if they will be among the guests. There are many bar packages offered and you will need to work with the caterer to choose a package that best fits your events needs and budget.

Meals can be served pre-plated, family style, or buffet style. Service at a sit-down function is more efficient, especially if there is a speaker or a planned presentation. A sit-down event is usually somewhat lower in price than a buffet since every dish is portioned. A buffet, with its variety of foods, is more expensive because portion sizes cannot be controlled and surpluses are built into the cost to assure adequate supply. More time is required for guests to select their food and take seats than is needed for sit-down service that is pre-plated or family style.

The setup and location of a buffet are very important. Buffet tables should not be placed too close to the entrance of the room. Sufficient space is required for adequate service lines to accommodate the variety of food and the number of people to be served. For a large group, it is advisable to place one or two people at the door to direct guests to the buffet lines. For more efficient service, place the desserts on a separate table away from the main buffet tables, or wheel desserts in on carts when coffee is served.

It is extremely important that all buffets are labeled with the name of the dish being served and includes a list of all ingredients. This provides information to your attendees as they make their meal selections from the buffet and ensures that an attendee does not choose to eat something they are allergic to. It is advised to identify all attendees that indicated food allergies or aversions on their registration form and alert the caterer of each person's name and their allergy. Sometimes a caterer can provide a separate plate of food for the attendee to be sure all necessary precautions are taken. You would simply identify the attendee to the catering staff and they would assist in presenting the individual with their separate plate of food. The caterer will alert you in advance if this service costs extra.

Entree selection for sit-down functions depends on the meeting budget as well as the choices available and the creativity of the catering manager. Ask for a full explanation of how items are prepared; the names given to entrees are not always self-explanatory or understandable. If none of the offered courses appears to be suitable, ask for additional suggestions. If meal tickets are to be collected, advise the caterer in advance and provide a sample. Also, advise if there are invited guests at the head table who should not be asked for a ticket. As VIP guests sometimes arrive late, it is advisable to reserve tables for them. They should be given a table number in advance or recognized at the door and led to their seats.

Luncheons and Banquets

When planning a formal luncheon or dinner featuring speakers and/or ceremonies of some kind, you should determine:

- What is the estimated attendance?
- How many guests will be seated at the head table? Is the head table to be placed on a platform?
- Will a lectern and a microphone be needed at the head table?
- Should the lectern be a table or a floor model and where is it to be located? What kind of microphone will be needed?
- Are meals to be served at a head table or will dignitaries take their places at reserved tables in the audience?
- Will recipients be picking up certificates and, if so, will they be seated at the head table or in the audience? If the latter, should a table be reserved for them? Should they approach the head table from the front or from the back?
- Will a spotlight be needed to follow recipients as they approach the head table or to focus on the speaker or master of ceremonies?
- Is the national anthem to be played? If so, the appropriate flags will be required. In facing the audience from the lectern, the state/province flag should be placed stage left (audiences' right) and the national flag stage right. For an international gathering, it may be desirable to place a line of international flags behind the head table.
- Will there be an audiovisual presentation with front-screen or rear-screen projection? Rear-screen projection may be impractical for a banquet as a great deal of space is lost to the projection setup in addition to the head table staging.
- Is background music or dance music planned? Are the musicians to be seated on a platform or stage?
- Will there be a show or entertainment for which an additional stage or platform is needed? If so, what size and height is required?
- Are all platforms and stages to be skirted? Carpeted?
- Are rehearsals planned? When?
- What decorations are desired for the head table and at each banquet table?

The Menu. Avoid featuring any salad, main course or dessert served at a previous event. Plan a light luncheon for a day when you also hold a banquet. Try to avoid serving the same menu as last year's meeting.

Discuss menu alternatives (for vegetarians, etc.) and prices with the catering manager.

It may be desirable to include the executive chef when discussing menu selections with the catering manager. The chef can make suggestions regarding the specialties and capabilities of the kitchen. Do not expect to be quoted the same price for the same dinner held last month in a different city or facility. Food and labor prices vary among locations and the preparations for a meal are not the same in every facility.

When salad is the first course, the service time for the dinner is less than when serving a hot first course, particularly if the salad is placed on the tables before guests arrive. This is called a preset. French service, where each course is served individually and sequentially as opposed to a pre-plated meal, is elegant, but be prepared for a much longer service time and a higher cost.

Give the catering manager a time schedule for the banquet, specifying when doors should be opened, when any music is to begin and end, the anticipated service time, the number of speeches and presentations and the time for each, when the dessert is to be served, and when dancing and/or a show are to begin.

Theme Party

Theme parties can range from simple events with modest decorations to more elaborate events featuring background scenery and props, special entertainment or a show, and costuming. One can be as creative as the budget allows.

Often, a theme party focuses on the location where the meeting is being held, such as "New Orleans Mardi Gras" or a "Hawaiian Luau". Because the theme is unique to that specific location, you may find appropriate decorations readily available and reasonably priced. Be sure to discuss all theme party possibilities with the catering manager. They may also have center pieces available for you to use at no extra charge or can collaborate on meal selections to take the idea further.

Detailed Planning

Attention to detail and conveying these details to the catering manager will help make a function successful. In addition to those items identified in the preceding sections, arrangements for any function should include the following:

- Review the color choices of tablecloths and napkins and select one or a combination that blends with the room decor. Note that some venues have begun to go linenless and may not have any linens at the property for you to use. If this is the case, investigate that the tables being used for the function are of quality. You may consider ordering linens from an outside vendor.
- Let the caterer know if tickets should be collected and how a person arriving without a ticket can purchase one, if possible.
- Determine if a registration or supply table is needed outside of the function room. Also, is a table needed behind the head table for awards?
- Are there banners that need to be hung?
- Are programs or menus to be placed on tables or chairs, or will they be distributed at the door?
- Is a room needed in which VIPs may gather before they enter a function?

Guarantees

The caterer generally requires an attendance guarantee 72 hours before the event, although guarantees for functions scheduled on Monday or Tuesday may be required before the weekend. If more time is needed to determine the guest list or to sell tickets on-site, it may be possible to negotiate a 24-hour guarantee by agreeing to provide a preliminary count 72 hours in advance and the final count, which will not be less than the preliminary count, 24 hours ahead of time.

It is customary for caterers to set places for a certain percentage, usually five percent, over the guaranteed number. For instance, if the meeting manager guarantees 200 persons, the caterer will be prepared to serve 210 guests. Do not forget to include the number of head table guests in the guarantee figure.

PROTOCOL

As you plan a meeting, keep in mind that just as parliamentary procedure teaches the correct way to conduct a business meeting, protocol teaches the proper etiquette for recognizing and honoring those in positions of leadership. Protocol provides a means of honoring the office, regardless of the individual.

Head Table Seating Arrangements

- At all meetings, the number of people to be seated at the head table is determined by two factors: the size of the group and the number of people to be honored.
- A second head table may be used if there are many people to be honored and the size of the group is very large. This table would be placed in front of and at a lower level than the main table or at the other end of the room.
- Honor tables may be used instead of an overly-long head table. These would be placed immediately adjacent to the head table or just in front of it, all at a lower level than the head table. People you wish to honor would sit at the honor table. "Reserved" signs should be placed on such tables. Arranging with the hotel for contrasting tablecloth and napkin colors to set such tables off from the others is a nice touch.
- Head table guests may be seated in either of two ways:

  Alternate: The guest with the highest rank is seated at the right of the presiding officer; the next highest to the left; with the rest alternating right and left. Those who have no rank, such as a member who is giving the invocation or opening the conference, are seated at the ends.

  Straight Line: The guest with the highest rank sits to the right of the presiding officer. Those with the lowest rank are seated at the ends.
- If there is a lectern, the presiding officer sits to the right of it.
- If there is no lectern, and the number of head table guests is even, the presiding officer sits to the right of center.
- A guest speaker who is not a member of Toastmasters outranks even International Officers and is seated to the right of the presiding officer. A guest speaker who is a member should be seated as close as possible to the presiding officer.
- The Toastmaster for the event should be seated to the left of the lectern unless rank demands that they sit to the right of the presiding officer.
- The presiding officer should not leave the head table until the event has concluded and the guests are dispersing.
- If spouses are to be seated at the head table, they shoudl sit next to their partner.
- All officers or chairs of a certain level should be acknowledged if one is recognized. (For example: all Area Directors, all District Directors, all standing committee chairs.) This is the same for head table seating. If one officer of a level is seated at the head table, include all officers or chairs of that level. The exception would be if this person is performing a special duty unrelated to their office (e.g. guest speaker, installing officer).
- Notify all those who are to be at the head table well in advance and be sure to inform everyone as to the expected dress (formal, business attire, etc.).

- A march-in, with each head table guest announced as they enter the room, can be very impressive. For a head table march-in, the highest ranking officer is announced last. The order of introduction during a march-in at a District conference is:
  - Other guests (e.g., host chair and spouse or guest)
  - Immediate Past District Director and spouse or guest
  - Club Growth Director and spouse or guest
  - Program Quality Director and spouse or guest
  - District Director and spouse or guest
  - If appropriate, guests of honor (e.g., International Officer or Director, Communication and Leadership award recipient)

Introductions. With regard to introductions, the following suggestions should be considered:

- When introducing guests, start with the one of highest rank.
- When introducing speakers, introduce the one of highest rank last.
- When making informal introductions before or after the meeting, remember:
  - A young person is introduced to an older person
  - A man is introduced to a woman.
  - A guest is introduced to the host
  - A person without rank is introduced to one with rank

Head Table Etiquette

If you are asked to sit at a head table, here are some rules about head table etiquette:

- If an error has been made in the seating arrangements, do not draw attention to it, particularly if it concerns you.
- Arrive early enough to get in line for the march-in, or find your place before the program begins.
- Give your undivided attention to the speakers. Remember you are in full view of the audience.
- Personal articles should not be placed on the table.
- Be prepared to stand up graciously when being introduced. Push back your chair a little before the introduction is made.
- Guests and members do not begin to eat before the presiding officer has taken the first bite.
- A head table guest who arrives late should remain at the back of the room until there is a break in the program.
- Refrain from leaving the head table until the honored guest has departed or the proceedings are over.

PROTOCOL: DIRECTOR AND PRESIDENTIAL VISITS

The purposes of International Officer and Director visits are to meet with Toastmasters members and leaders and with business and community leaders, represent the organization at District events, and publicize Toastmasters International through media. When you are making arrangements for a visit, here are some tips on protocol to make the most of the opportunity.

Before the Visit

- Keep lines of communication open as to what role the director or officer will play in your conference.
- Send the director or officer hotel reservation information and any other promotional material on your conference.
- As a courtesy, be sure to provide complimentary conference registration and meal tickets.
- Be sure to find out when and how the director or officer will be arriving and if their spouse will accompany them.
- If flying in, meet them at the airport with a contingent of District leaders.

At the Conference

- The director or officer should be at the head table of all events.
- Provide them with the opportunity to present a 15- to 20-minute motivational address to conference delegates.
- Use the director or officer in an educational session, or a presentation on some aspect of the Toastmasters program.

Take Advantage of the Opportunity

- Use the visit to the best advantage of your District. You should organize visits to major companies in your area where the director or officer may be able to open some doors to building clubs.
- Wherever possible, arrange media interviews with local papers, business publications, and radio or television talk shows.

Prior to an official visit, the District will receive a special kit of biographical information. Use these tools to generate maximum publicity.

ALL DONE… UNTIL NEXT TIME

The conference is over. All the bills have been paid, the thank you notes have been written, and you have even received a handful of well-deserved compliments. Store the accolades in a cool, dry place, along with all notes, copies, and receipts from the event. All these will come in handy when another conference rolls around and someone volunteers you to be chair!

STAGING A SUCCESSFUL SPEECH CONTEST

Speech contests are a Toastmasters International tradition. Each year, thousands of Toastmasters compete in the Humorous, Evaluation, Tall Tales, Table Topics, and International speech contests. Competition begins at the club level, and winners continue through the Area, Division, and District levels. The International Speech Contest proceeds to region quarterfinal and semifinals, and culminates in the World Championship of Public Speaking ®, where winners compete for the coveted title of World Champion of Public Speaking.

Toastmasters speech contests have three purposes:

1. To provide an opportunity for proficient speakers and those Toastmasters who are interested in competitive speaking to gain contest experience.
2. To provide an interesting educational program for Toastmasters and the general public. This program can create a community awareness of the opportunities in the Toastmasters program.
3. To provide an opportunity to those Toastmasters who are not participating in the contest to learn by observing proficient speakers.

To help you plan and conduct a successful speech contest, we have included information and helpful tips for you as the contest chair. We have also included resources that you can share with your chief judge, timers, counters, contestants, and sergeant at arms.

Detailed checklists are available in the ***Speech Contest Rulebook***. The rulebook is your guide to ensuring a successful and fair contest. Make sure that everyone helping with your contest familiarizes themselves with the portions of the rulebook pertinent to their role.

CONTEST CHAIR

As contest chair, you are responsible for coordinating the contest budget, making arrangements for your room and audio setup, conducting a pre- and post-contest publicity program, and ensuring that all bills for the event are promptly paid.

You must also make sure each speaker is eligible to compete and is familiar with the contest rules, that audiovisual equipment is working, that the chief judge, voting judges, timers, and counters are briefed on their duties, that ballots are counted carefully, and that awards are presented to the winners in a ceremony that will make them proud.

Although you may appoint a committee to help you with these tasks, it is still your responsibility to make sure they are done.

Preparation

- Thoroughly review ***Speech Contest Rulebook*** (Item 1171).
- Follow the Contest Chair's Checklist in the Speech Contest Rulebook.

- Select your chief judge. See the Eligibility section in the ***Speech Contest Rulebook*** and ensure your chief judge meets all outlined eligibility requirements. Eligibility requirements will depend on the level of speech contest you are conducting.
- Review Toastmasters International speech contest materials, available for free download at **www.toastmasters.org**:

    1. *Speech Contest Rulebook (Item 1171)*
    2. Speaker's Certification of Eligibility and Originality (Item 1183)
    3. Speech Contestant Profile (Item 1189)
    4. Speech Contest Time Record Sheet and Instructions for Timers (Item 1175)
    5 Judge's Certification of Eligibility and Code of Ethics (Item 1170)
    6. Counter's Tally Sheet (Item 1176)
    7. Speech Contestant Profile (Item 1189)
    8. Results Form (Item 1168)

- The Judge's Guide and Ballot and Tiebreaking Judge's Guide and Ballot are different for each contest type. You can download the forms specific to your contest from the **Resource Library** on the Toastmasters International website.

Helpful Tips

- Work closely with your chief judge in planning your contest, selecting speech contest officials, setting the contest agenda, and coordinating roles and responsibilities.
- Ensure that everyone participating in your contest reviews the Speech Contest Rulebook and provide them with the resource included in this handbook that is specific to their role.
- When promoting your speech contest, consider local media outlets to whom you can send news releases. Consult ***Let the World Know*** (Item 1140).
- Clarify who will print forms and certificates and bring them to your briefings and contest. You may want to ask that certificates of participation are filled out with contestant's names in advance and arranged in the order in which they will be presented.
- At the club level, ask your Vice President Education to help verify education requirements for speech contestants. Education requirements depend on the type of speech contest you are organizing and are available in the Speech Contest Rulebook.
- Use the Eligibility Assistant available in Leadership Central on **www.toastmasters.org** to help in checking eligibility. This tool allows club officers and district leaders to see if a contestant is a paid member of a paid club or a current District leader. You can also contact the Speech Contest team at World Headquarters by emailing **speechcontests@toastmasters.org**.
- Thoroughly review the rules regarding protests and discuss with your chief judge how you will handle any protests that occur during your contest. In some instances, the contest chair, chief judge, and voting judges use a code word or phrase to indicate when the judging team should gather to review a protest.

Sponsoring the Contest

Club speech contests are the responsibility of each club. Any profit from the contest may be retained by the club and thus any loss must be borne by that club.

Contests at the Area and Division levels, as well as the District contest, come under the jurisdiction of the District, as Areas and Divisions are part of the District. While a host club may be involved in the planning and conducting of the contest, it is a District event. Any profit from the contest should go to the District and likewise, any loss must be accounted for by the District. As a result, Districts should be active participants in all Area and Division contests.

The following pages include information you can share with your chief judge, timers, counters, contestants, and sergeant at arms to help them prepare for and succeed in their roles.

CHIEF JUDGE

As chief judge, your role is to select contest officials, including voting judges, a tie-breaking judge, timers, and ballot counters. You are also the one who will prepare them for their roles and ensure they have everything they need to succeed.

You work closely with the contest chair to plan your contest, set the contest agenda, and coordinate roles and responsibilities. Keep in mind that voting judges at all levels must remain anonymous when practical.

Preparation:

- Thoroughly review ***Speech Contest Rulebook (Item 1171***)
- Follow the Chief Judge's Checklist available in the ***Speech Contest Rulebook***.
- Review all forms you will be using during and after the speech contest.
    1. ***Speech Contest Rulebook (1171)***
    2. **Judge's Certification of Eligibility and Code of Ethics** (1170)
- Judge's Guide and Ballot specific to type of speech contest
    1. **Evaluation Contest Judge's Guide and Ballot** (1179)
    2. **Humorous Speech Contest Judge's Guide and Ballot** (1191)
    3. **International Speech Contest Judge's Guide and Ballot** (1172)
    4. **Table Topics Contest Judge's Guide and Ballot** (1180)
    5. **Tall Tales Contest Judge's Guide and Ballot** (1181)
- Tiebreaking judge
    1. ***Speech Contest Rulebook (1171)***
    2. **Judge's Certification of Eligibility and Code of Ethics** (1170)
- Tiebreaking Judge's Guide and Ballot specific to type of speech contest
    1. **Evaluation contest Tiebreaking Judge's Guide and Ballot** (1179A)
    2. **Humorous Speech Contest Tiebreaking Judge's Guide and Ballot** (1191A)
    3. **International Speech Contest Tiebreaking Judge's Guide and Ballot** (1188)
    4. **Table Topics Contest Tiebreaking Judge's Guide and Ballot** (1180A)
    5. **Tall Tales Contest Tiebreaking Judge's Guide and Ballot** (1181A)
- Post Contest
    1. **Notification of Contest Winner (Item 1182)**

Helpful Hints:

- Consider your best method for selecting judges who meet both membership and education requirements for the role. Education requirements for judges will depend on the type and level of speech contest you are organizing. For clarification, review the Eligibility section in the ***Speech Contest Rulebook***.

- At the club level, ask your Vice President Education to provide a list of members who meet membership and education requirements to serve as judge. From this pool of qualified members, you can begin to select and invite judges to serve at your contest.
- Thoroughly review the rules regarding protests and discuss with your contest chair how you will handle any protests that occur during your contest. In some instances, the contest chair, chief judge, and voting judges use a code word or phrase to indicate when the judging team should gather to review a protest.
- If you are presenting certificates for first, second, and third place, be prepared to fill in the names of the top contestants before presenting them to the contest chair (or Toastmaster) for distribution.

Timers

Contestants rely on you, as the timer, to help them pace their speeches and adhere to the timing requirements.

You are one of two timers appointed by the chief judge to keep the official record of the time for each contestant's speech and signal the each contestant at the designated durations. One timer will be provided with a stopwatch and the other with a signaling device that displays green, yellow, and red colors.

Preparation:

Thoroughly review any forms you will be using during the speech contest.

- *Speech Contest Rulebook (1171)*
- Speech Contest Time Record Sheet and Instructions for Timers (1175)

Helpful Tips

- Carefully review the timing requirements as outlined in the Speech Contest Rulebook for the contest with which you will be assisting. Ensure you understand the requirements and when signals should be displayed.
- Speak with your chief judge and sergeant at arms to confirm that timing devices will be provided for your use.
- Coordinate with the other timer assigned to your contest to determine who will be responsible for recording the official time and who will be responsible for providing signals to contestants.
- Practice with the timing equipment to ensure it is working properly and that you are comfortable with its use.
- If possible, attend the contestant's briefing in order to practice displaying red, yellow, green signals with contestants in order to ensure clear communication during your speech contest.

Counters

As a ballot counter, you are responsible for tabulating the results of the speech contest.

When voting judges have finished marking their ballots, you will collect ballots and then move to a separate counting room along with the chief judge for tabulating contest results.

Two counters are appointed at the club, Area, and Division level contests by the chief judge who also acts as chief counter. At the District level speech contest, three counters are appointed by the chief judge.

Preparation:

Thoroughly review any forms you will be using during the speech contest.

- *Speech Contest Rulebook (1171)*
- Counter's Tally Sheet (1176)

Helpful Tips

Speak with your chief judge ahead of the contest and confirm the method that will be used for counting and tabulating results.

Contestants

Preparation:
Review and follow the Contestant's Checklist available near the end of the ***Speech Contest Rulebook***.
Thoroughly review any forms you will be using during the speech contest.

- *Speech Contest Rulebook (1171)*
- Speaker's Certification of Eligibility and Originality (Item 1183)
- Speech Contestant Profile (Item 1189)

Helpful Tips

Review the rulebook ahead of the contestant's briefing and ensure you understand the rules for the contest in which you will be competing. If you have any questions, write the down and share them with the contest chair during the briefing.

Sergeant at Arms

The role of contest sergeant at arms during a speech contest is similar to that of a club meeting. Working with the contest chair, you are responsible to confirm that all physical items such as banners, a lectern, two timing devices, and other requested equipment is readily available for the speech contest.

For all speech contests, you will stand at the door of the contest area to ensure that members and guests enter and exit only when contestants are not speaking.

During **Evaluation** contests, timing and preparation supervision must be under the control of the contest Sergeant at Arms. At the conclusion of the evaluation test speech, you will escort all evaluation contestants to a separate area (when practical) where they will have five minutes to prepare their evaluation. According to drawn speaking order, you will escort one contestant at a time back to the contest room. After competing, contestants may remain in the contest room.

During **Table Topics** contests, all contestants except the first must leave the room at the start of the contest and remain under the supervision of the contest Sergeant at Arms. Escort one contestant at a time back to the contest room. After competing, contestants may remain in the contest room.

Helpful Tips

- Plan to arrive early and stay late to prepare the speech contest space and put away equipment and materials at the end.
- Make yourself available during the contestants' briefing to review equipment needs with contestants and the contest chair.

Suggested Communication With Contest Officials

Customize the template below to email important speech contest details to your contest officials. Include the links and information that will be useful for your contest officials, and remove the rest.

Dear Toastmaster [LAST NAME],

Thank you for volunteering to serve as contest [ROLE] for our upcoming [TYPE OF] speech contest [DATE, TIME, LOCATION].

[FOR JUDGES: As a reminder, you must maintain your anonymity as a speech contest judge.]

Prior to the speech contest, you are required to attend the judges' briefing that will be held from [TIME] on [DATE]. This briefing will be held [LOCATION].

Please review the following documents in order to familiarize yourself with the [ROLE] forms and specific requirements for your role. We will review forms during the judges' briefing. Each [ROLE] must sign and return the necessary forms prior to contest time.

JUDGES (depending on the type of speech contest being conducted)

- *Speech Contest Rulebook (1171)*
- Judge's Certification of Eligibility and Code of Ethics (1170)
- Judge's Guide and Ballot specific to type of speech contest
  1. Evaluation Contest Judge's Guide and Ballot (1179)
  2. Humorous Speech Contest Judge's Guide and Ballot (1191)
  3. International Speech Contest Judge's Guide and Ballot (1172)
  4. Table Topics Contest Judge's Guide and Ballot (1180)
  5. Tall Tales Contest Judge's Guide and Ballot (1181)

TIMERS

- *Speech Contest Rulebook (1171)*
- Speech Contest Time Record Sheet and Instructions for Timers (1175)

COUNTERS

- *Speech Contest Rulebook (1171)*
- Counter's Tally Sheet (1176)

TIE-BREAKING JUDGE

- *Speech Contest Rulebook (1171)*
- Judge's Certification of Eligibility and Code of Ethics (1170)
- Tiebreaking Judge's Guide and Ballot specific to type of speech contest
  1. Evaluation contest Tiebreaking Judge's Guide and Ballot (1179A)
  2. Humorous Speech Contest Tiebreaking Judge's Guide and Ballot (1191A)
  3. International Speech Contest Tiebreaking Judge's Guide and Ballot (1188)
  4. Table Topics Contest Tiebreaking Judge's Guide and Ballot (1180A)
  5. Tall Tales Contest Tiebreaking Judge's Guide and Ballot (1181A)

Thank you again for your leadership in this exciting [TYPE] speech contest. Please let me know if you have any questions.

SUGGESTED AGENDA FOR SPEECH CONTEST

Welcome ______________________

Opening of Contest or Thought for the Day ______________________

Introductions of Leadership Team ______________________

Dinner (if applicable) ______________________

Program Explanation – Contest Chair ______________________

Remarks by Chief Judge ______________________

Contest

	SPEAKER		SPEECH TITLE
	______	/	______ *
	______	/	______ *
	______	/	______ *
	______	/	______ *
	______	/	______ *
	______	/	______ *
	______	/	______ *

*One minute of silence between each speech for judges to record notes.

Interviews of Contestants (IN ORDER OF SPEAKING) ______________________

Acknowledgements & Announcements ______________________

Presentation of Awards ______________________

Closing Ceremonies (IF APPROPRIATE) ______________________

SUGGESTED COMMUNICATION WITH CONTESTANTS

This sample communication is one method of informing contestants about an upcoming speech contest. Customize the template below to share important speech contest details with contestants. This information should be sent to each contestant at least two weeks before the contest.

Dear Toastmaster [LAST NAME],

Sincere congratulations for winning your [club, Area, Division, or District] contest. The purpose of this letter is to acquaint you with the procedure for the next contest in which you will be participating. It is important that you send me the information desired prior to ______________________. [DATE]

The following is pertinent to you as a contestant. A similar letter is being sent to your fellow contestants. Please read carefully.

* Place and Date of next contest:

  City: ___________________________________

  Location: ________________________________

  Date: ___________________________________

  Time: ___________________________________ (NOTE IF CONTEST FOLLOWS BANQUET OR OTHER PROGRAM)

* Procedure for Speech Contest

Outlined in the attached Toastmasters International ***Speech Contest Rulebook (Item 1171)***.
A briefing about the contest and drawing of speech position will be held at

____.
(DATE, TIME, PLACE & NAME OF INDIVIDUAL CONDUCTING BRIEFING)

At the conclusion of the contest, the contest chair will interview each contestant. The purpose of this informal interview will be to acquaint the audience with the speakers.

If you have any questions, please contact me.

Sincerely,

____

_________________________________ Speech Contest

CLOSING OUT YOUR MEETING

After the Conference

Your work is not finished when the final gavel falls. As soon as possible, take care of these items to wrap up your conference:

- Write thank you letters to speakers, hotel staff, Toastmasters volunteers, and others who made the conference possible.
- Pay all bills promptly. Closely examine the bill from the hotel or facility, discuss any items you may disagree with (negotiate if necessary), and then pay the bill. The reputation of the District is important and you may want to use that hotel again.
- Prepare reports. The District Finance Managerand the Audit Committee will need detailed information to coincide with the conference budget.
- Using evaluation forms (and other sources) make a thorough evaluation of the conference. Decide which features should be retained in future meetings and which should not. The same holds true for speakers.

Evaluations

How can you tell how well your meeting is going? During the meeting, keeping your eyes and ears open is very important. You should tell your committee members to take care of every complaint promptly. Also helpful are suggestions for the next meeting. Meeting planners have a harried job, but it is important to find the time to write down these ideas.

Nothing is more beneficial in planning future meetings than an attendee evaluation sheet. Ask questions about the program, site, facility, meals, rooms, physical arrangements, conduct of meeting, and, if you wish, such matters as recreation, advance reservation procedure, etc.

Keep your questionnaire short, not longer than both sides of a single sheet of paper. Make it easy to answer, with the respondent mainly making check marks or circles. Leave room toward the end for the meeting attendee to add comments.

Always ask what people want on the next program. If your organization moves its meeting from city to city, you may want to ask where the respondents wish to go next. Have the completed questionnaires left in a box at the rear of the meeting room or mailed to you.

By following worthwhile suggestions from the evaluation sheets, your meetings will increasingly reflect hat the members want.

Problem Analysis Method

Here are the steps:

1. **Brainstorm.** Brainstorm to determine problems that need to be solved at each level of performance. Three systems can be used:
   - Proud and Sorry
   - Like and Dislike
   - Needs and Concerns

   The trainer, acting as facilitator, leads a group in brainstorming. Using a flip chart or chalkboard, the facilitator might ask the group, "In terms of performance, what are we 'proud' of this past year, and what are we 'sorry' about?" . . . Or "What do we 'like' or 'dislike' about our performance as Area Directors this past year?" . . . Or "What do Club Presidents 'need' to know to succeed, and what should we be 'concerned' about in terms of their performance?" Feedback from the group can be checked separately on flip chart paper.

2. **Supporting problem statements.** Data collected from the above method can be then translated into problem statements. The leader should ask for evidence and frequency, and then prioritize the problems.
3. **Finding Needs.** From each problem statement, the assessment group can then determine what training is needed to solve each of the problems.
4. **Assign Priorities.** You cannot solve all of the learning problems in one training session. Rank your needs in priority order and select those 20% that will produce 80% improvement in performance.
5. **Sample Worksheet.** The following is a sample worksheet which can be used to assist you in your problem analysis.

DISTRICT OR CLUB OFFICE ______________________________

PROUD SORRY

1. ______________________________
2. ______________________________
3. ______________________________
4. ______________________________
5. ______________________________
6. ______________________________
7. ______________________________
8. ______________________________
9. ______________________________
10. ______________________________

CRITICAL PROBLEMS NEEDING SOLUTION

in order of importance

1. ______________________________
2. ______________________________
3. ______________________________
4. ______________________________
5. ______________________________

TRAINING PROGRAM TOPICS

List those topics that should be presented that will lead to solving the above problems.
Eliminate the Sorry statements and reinforce Proud statements.

1. ______________________________
2. ______________________________
3. ______________________________
4. ______________________________
5. ______________________________
6. ______________________________
7. ______________________________
8. ______________________________
9. ______________________________
10. ______________________________

Competency Model Method

Developing a competency model is a very useful method for determining learning needs. Here you do not deal with what is wrong in an operation, but what is possible. It is a process for developing a model of excellence for club officers and Area and Division Directors.

Here are the steps for developing a model:

1. Create a vivid image of the role. The first and most crucial task is to develop a model for the competencies that you expect from, for instance, each of the club officers.
   - Focus on the club mission
   - Review the job descriptions contained in the club officer manuals and training programs
   - Brainstorm with club officers.
2. Determine current level of competency. Analyze how well club officers are doing in relation to the club mission and club officer roles.
3. Specify needs. Once you have determined a level of performance, you can decide what must be emphasized during training. For example, you may have determined that a specific need for a Vice President Membership is that they should understand the mechanics of conducting an effective membership building program.
4. Assign priorities based on the club (or District) mission. A competency model lets you deal with the more important items trainees need to know. It is important that you separate the more important factors from the less important ones.

Competency Model Form

The following form is assigned to help you design a competency model for any volunteer officer you are planning to train. This can be used as both a brainstorm instrument and as a worksheet.

OFFICER ROLE ____________________

	Competencies Needed to Achieve Mission	Level of Performance 1, 2, 3, 4, 5	Priority A, B, C	Training Needs
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				

Outline Competencies Needed to Achieve Mission – Once competencies for a role are identified, enter them into the competency column.

Determine Current Level of Performance – Here you determine the average level of performance for each competency. The assessment scale is on a range of 1–5, 5 being highest.

Assign Priorities – Rate each competency in order of how important it is to achieving the Mission, "A" through "C", with "A" being top priority.

Training Needs – Here you outline exactly what the officer needs to learn that will help them achieve the Mission.

Specify Learning Objectives

An objective is a behavioral goal one wishes to achieve or attain. One of the most important tasks in developing a workshop is to establish objectives and list them. It is vital that you be specific and clear about what knowledge or information you wish to communicate.

It is important to state objectives in terms of what participants will learn. Specific learning objectives answer these questions:

- What do you wish to achieve?
- What do you want people to leave with?
- What do you expect to happen when they return to their club, Area, or Division?

For example, when training a Club Vice President Membership, one objective may be that each Vice President Membership will learn the steps necessary for conducting an enjoyable and exciting membership building program.

Methods for Getting the Job Done

The next step is to use the workshop structure that will help you achieve your learning objectives. There are several methods for transferring knowledge.

- **Lecture –** prepared verbal presentation.
- **Panel –** planned conversation on topic. Three or more people can provide varied input.
- **Videos or Films –** good for content and information. Should be relevant to the training topic.
- **Demonstration –** two or more people show how it is done. This "show and tell" method is more effective when the people presenting it are experienced.
- **Group Discussion and/or Brainstorm –** open discussion of a topic or problem. Problems are sometimes solved using a brainstorm.
- **Case Study –** a written scenario that requires diagnosis and recommendation for change.
- **Role Play –** reenactment of a problem or situation. Roles are usually assigned and people are asked to play the situation as if it were real. Roles can be written or outlined by the leader.
- **Mixed Exercises –** can be a combination of the above. Groups are formed and are given a problem. They practice a method and feed back the results of the experience.

Five-Step Program for Developing a Design

The following is a worksheet for outlining your workshop design. You have already gone through a problem analysis and perhaps developed a competency model. You are now ready to structure a learning transfer through a series of workshops or learning sessions.

The following worksheets can be used to design and structure your conference or training sessions.

1. **List your learning objectives**
   This is a clear, yet concise statement that answers the question, "What do I want the participants to go away with?"
2. **Brainstorm methods**
   Brainstorms are possible learning methods for meeting your objectives. Exhaust every possible idea.

3. **Select methods**
   Once you have exhausted every possible idea, it is time to select a series of methods:
   - Lecture
   - Panel
   - Video
   - Demonstration
   - Group discussion
   - Case study
   - Role play
   - Exercises
4. **Assess the design**
   - Are objectives clear?
   - Does the design fit the style and capability of the trainer or presenter? Answer this question: Would I enjoy the session if I were a participant?
5. **Revise your design**
   If your answers to the questions in step 4 are "No," then redesign.

WORKSHOP DESIGN WORKSHEET

Workshop Title

____

____

Workshop Objectives

1. ______________________________________
2. ______________________________________
3. ______________________________________
4. ______________________________________

Methods…Brainstormed

1. ______________________________________
2. ______________________________________
3. ______________________________________
4. ______________________________________
5. ______________________________________
6. ______________________________________
7. ______________________________________

Methods Selected

1. ______________________________________
2. ______________________________________
3. ______________________________________
4. ______________________________________

Possible Resource People as Presenters

1. ______________________________________
2. ______________________________________
3. ______________________________________

Workshop Design Configuration

The problems have been determined, competencies decided, objectives and structure have been outlined on your worksheet—you are now ready to draft your entire program. Indicate time required for registration, major addresses, workshops, social events, or any event that requires the scheduling of time.

The two charts that follow will assist you in this. Either can be adapted and used to produce a conference/training schedule.

CONFERENCE/TRAINING SCHEDULE

<table>
<tr><th></th><th>FRIDAY</th><th colspan="4">SATURDAY</th></tr>
<tr><td>8:00 AM</td><td></td><td colspan="4"></td></tr>
<tr><td>8:30</td><td></td><td colspan="4" rowspan="3">Breakfast Speaker
30-minute speech</td></tr>
<tr><td>9:00</td><td></td></tr>
<tr><td>9:30</td><td></td></tr>
<tr><td>10:00</td><td></td><td colspan="4">Workshops</td></tr>
<tr><td>10:30</td><td></td><td rowspan="2">A
Pres</td><td rowspan="2">B
VPE</td><td rowspan="2">C
VPM</td><td rowspan="2">D
VPPR</td></tr>
<tr><td>11:00</td><td></td></tr>
<tr><td>11:30</td><td></td><td rowspan="2">E
Sec</td><td rowspan="2">F
Treas</td><td rowspan="2">G
SAA</td><td rowspan="2"></td></tr>
<tr><td>12:00 PM</td><td></td></tr>
<tr><td>12:30</td><td></td><td colspan="4" rowspan="2">Lunch (on own)</td></tr>
<tr><td>1:00</td><td></td></tr>
<tr><td>1:30</td><td></td><td colspan="4" rowspan="3">Group Discussion
▸ Membership Development and Promotion
▸ Toastmasters Educational Program
▸ Publicity Methods</td></tr>
<tr><td>2:00</td><td rowspan="4">Registration</td></tr>
<tr><td>2:30</td></tr>
<tr><td>3:00</td><td colspan="4">Break</td></tr>
<tr><td>3:30</td><td colspan="4">Workshops</td></tr>
<tr><td>4:00</td><td>Break</td><td rowspan="2">A</td><td rowspan="2">B</td><td rowspan="2">C</td><td rowspan="2">D</td></tr>
<tr><td>4:30</td><td>Warm-up and Keynote Address</td></tr>
<tr><td>5:00</td><td>Break</td><td colspan="4">Closing Address</td></tr>
<tr><td>5:30</td><td rowspan="2">Keynote
Speech</td><td colspan="4" rowspan="2"></td></tr>
<tr><td>6:00</td></tr>
<tr><td>6:30</td><td rowspan="3">Social
Events</td><td colspan="4" rowspan="4"></td></tr>
<tr><td>7:00</td></tr>
<tr><td>7:30</td></tr>
<tr><td>8:00</td><td></td></tr>
<tr><td>8:30</td><td></td><td colspan="4"></td></tr>
<tr><td>9:00</td><td></td><td colspan="4"></td></tr>
<tr><td>9:30</td><td></td><td colspan="4"></td></tr>
</table>

CONFERENCE/TRAINING SCHEDULE

	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
8:00 AM							
8:30							
9:00							
9:30							
10:00							
10:30							
11:00							
11:30							
12:00 PM							
12:30							
1:00							
1:30							
2:00							
2:30							
3:00							
3:30							
4:00							
4:30							
5:00							
5:30							
6:00							
6:30							
7:00							
7:30							
8:00							
8:30							
9:00							
9:30							

PUTTING ON THE SHOW

The best way to describe your role as meeting planner is that you are leading, coordinating, and directing a show. As a workshop leader you are guiding a group of Toastmasters through a production designed to help them learn what they need to know to perform. Not only are you there to teach, but you are also there to make certain the arrangements meet the needs of both the presenters and the audience.

Setting Up

Your role here is coordinator, VIP, smiling host and problem solver. There are several things that you must take care of long before the show goes on

- **Materials –** Arrange all meeting materials in order of use. It is best to lay them out on a table, a day in advance of the opening session, close to where the presenter will be.
- **Staffing –** Arrange for a pre-workshop briefing. Each person should be fully aware of the workshop design and schedule of events.
- **Workshop Leaders –** Make certain presenters are aware of all arrangements, have checked their handouts, approve of your planned introduction, and generally are comfortable with all plans.
- **Participants –** Make sure each person is greeted by hosts or hostesses as they arrive at the meeting facility. Each should be provided with a schedule of events either at registration or in the meeting room.
- **Structure –** Before your workshop begins, check your room setup, audiovisual requirements, handout placement, temperature, and availability of restrooms. These details should be attended to one to two hours before show time. To do otherwise does not allow time for adjustments.
- **Food and Refreshments –** Review all food and refreshments with hotel personnel well in advance of the session. Always know the exact time of arrival of food and beverages. Check at least 15 minutes before the scheduled breaks and at least one to two hours before meal events.
- **Time –** Always start and end on time. Never make exceptions.

Meeting Room Setup

Design of meeting room setup is one of the most important aspects of workshop planning. You will want to consider participant comfort, traffic flow, accessibility to the speakers, audiovisual usage, and availability of beverage service.

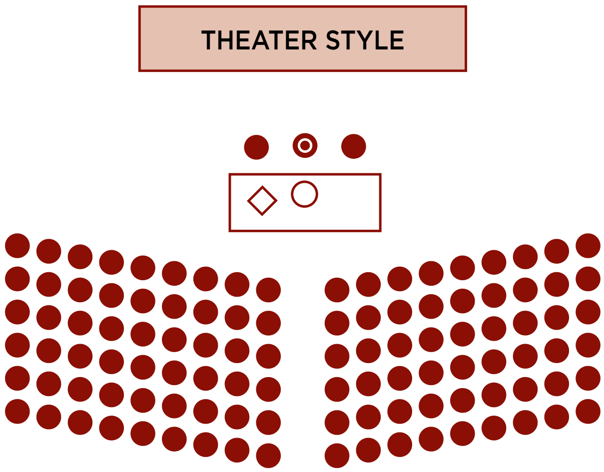
With your program design in hand, work with the facility management and block the space necessary for the successful completion of your session. Carefully diagram your room setup, and make certain the venue management receives a copy.

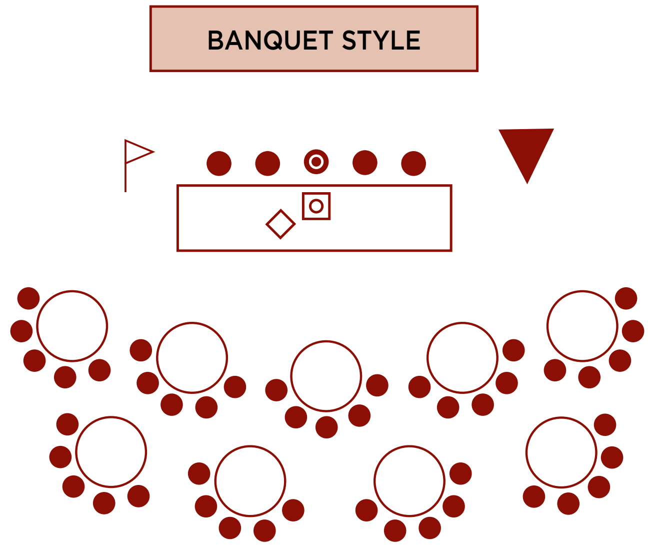
On the following pages are sketches of the various ways you can arrange tables and chairs to meet the need of your seminar groups.

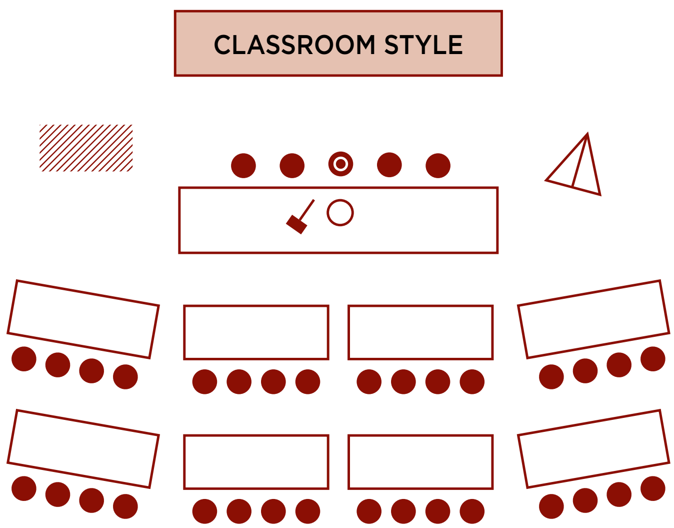
Large Group Arrangements

Large group arrangements are limited because it is very difficult to involve the group in much interchange. You can enhance participant involvement by breaking the audience into small groups, and with the help of facilitators, utilizing involvement techniques.

LARGE GROUP ARRANGEMENTS





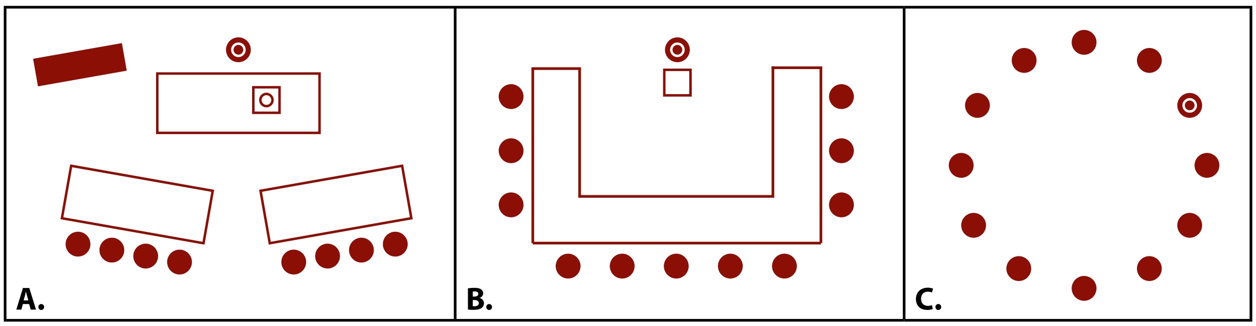


Arrangements for Smaller Groups

The objective when teaching skills is to use tables and chairs to approximate the actual situation where the skills may be put into practice.

- **Figure A –** Participants can be asked to cluster around the head table so the presenter can demonstrate what is to be taught.
- **Figure B –** The presenter may remain in the center while demonstration is being carried out.
- **Figure C –** A demonstration is being done in the middle of the circle. Role plays can be conducted this way, or even debates.

SKILL LEARNING

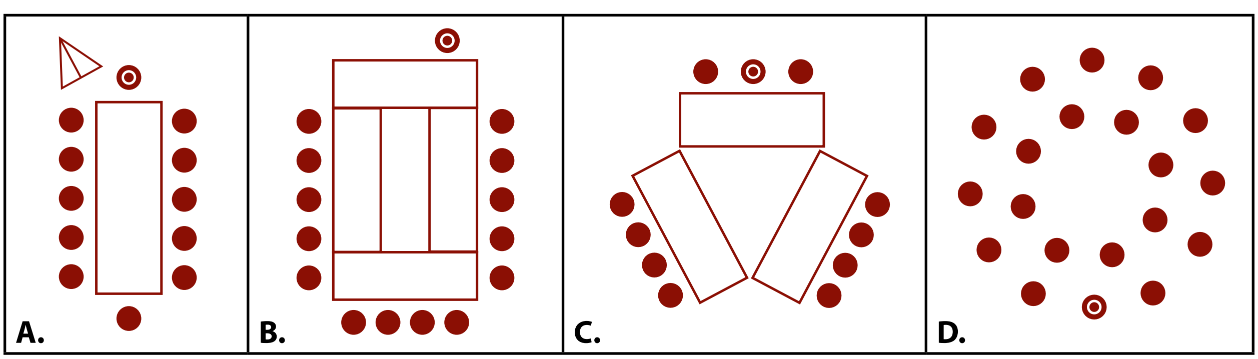


Knowledge Transfer

When the objective is to convey information, it is a good idea to use writing surfaces such as tables. Here are four setups:

- **Figure A –** This style is conference style. A facilitator may wish to sit in the middle. The head table post makes it easier to communicate to participants and is a position of power.
- **Figure B –** This setup is a hollow square with four tables arranged with space in the middle. In this illustration, the head of the table denotes a panel.
- **Figure C –** The triangle distribution produces a balance of power within the group. This is advised where sensitive issues may be discussed.
- **Figure D –** This is a concentric circles setup where the outer group can observe the activities of the inner group. Circle shapes distribute power evenly and produce open and random communication patterns.

KNOWLEDGE TRANSFER



EVALUATING YOUR TRAINING EFFORT

In judging the success of any effort, we must answer the question, "How well did we do?" If you hope to judge the success of a training session, two important questions have to be answered:

- Were the learning objectives clear and achieved?
- Did the presenter meet the informational, emotional, and psychological needs of the participant's?

Evaluate your training workshop either on site or later by mail or email. Evaluation on site tells you how well you did and is helpful in making early adjustments to the program. Evaluation at a later date tells you if the learning is being used or if it benefitted the learner.

Although there are several evaluation methods, the most popular is the written feedback provided by participants at the end of a workshop. Keep in mind that most people feel good about the experience and have a tendency to give high marks. The advantage of this method is that it provides data which can be used for improving future sessions.

To be effective, the evaluation tool must be simple and to the point. If it is complicated, people are less likely to respond. Following is a form that you can adapt for your own use. It covers most of the necessary elements that should be included in a successful training effort.

Whoever is responsible for training in the District has an opportunity to make a major contribution to increasing the performance and effectiveness of club officers, as well as Area and Division Directors. If done well, the training may lead to improved effectiveness of the learners and of our clubs. The mission of the trainer is to help our clubs, through club officers and District leaders, meet the learning needs of the individual members. Effective training makes certain that people learn what they need to know to make it a reality.

SESSION EVALUATION

What is your reaction to this presentation? We would like to know. Your thoughts will help us provide the best possible sessions in the future. So, please take a moment to complete this form.

1) Date: ______________________ Session Title: ______________________________________

2) Session Instructor: ____

3) Your overall evaluation of the session:

Content:	☐ Excellent ☐ Very Good ☐ Good ☐ Fair ☐ Poor
Presentation:	☐ Excellent ☐ Very Good ☐ Good ☐ Fair ☐ Poor
Objectives clearly stated:	☐ Excellent ☐ Very Good ☐ Good ☐ Fair ☐ Poor
Organized lesson plan:	☐ Excellent ☐ Very Good ☐ Good ☐ Fair ☐ Poor

4) Your overall evaluation of the instructor:

Knowledge of subject:	☐ Excellent ☐ Very Good ☐ Good ☐ Fair ☐ Poor
Preparation:	☐ Excellent ☐ Very Good ☐ Good ☐ Fair ☐ Poor
Responses to questions:	☐ Excellent ☐ Very Good ☐ Good ☐ Fair ☐ Poor
Encouraged participation:	☐ Excellent ☐ Very Good ☐ Good ☐ Fair ☐ Poor
References to additional information sources:	☐ Excellent ☐ Very Good ☐ Good ☐ Fair ☐ Poor

5) What was the most valuable aspect of this session?

____

6) What was the least valuable aspect of this session?

____

7) What are the two things you learned that will make you more effective as a Toastmasters officer?

1. ____

2. ____

8) How would you rate the facilities? ☐ Excellent ☐ Very Good ☐ Good ☐ Fair ☐ Poor

Comments: ____

9) Other sessions/improvements would you like to see.

Budget Form

Name of Event and Date ______________________________

Costs ______________________________

Presenter Expenses

a. ______________________ $ ________

b. ______________________ ________

c. ______________________ ________

d. ______________________ ________

e. ______________________ ________

Subtotal $ ________ $ ________

Meeting Venue and Expenses

a. Breakfast ______________________ $ ________

b. Lunches ______________________ ________

c. Dinners ______________________ ________

d. Coffee Breaks ______________________ ________

e. Meeting Room ______________________ ________

f. Other ______________________ ________

Subtotal $ ________ $ ________

Printing, Promotional, Duplication, Postage Expense

a. ______________________ $ ________

b. ______________________ ________

c. ______________________ ________

d. ______________________ ________

Subtotal $ ________ $ ________

Audiovisual Equipment Expense

a. Overhead Projector ______________________ $ ________

b. Screen ______________________ ________

c. Video Player and Monitor ______________________ ________

d. Sound ______________________ ________

e. Other ______________________ ________

f. ______________________ ________

Subtotal $ ________ $ ________

Supplies

a. Handouts________________________ $ ________

b. Name Badges/Tickets ________________________ ________

c. Other________________________ ________

d. Other________________________ ________

e. Other________________________ ________

Subtotal $ ________ $ ________

Telephone

a. ________________________ $ ________

b. ________________________ ________

Subtotal $ ________ $ ________

Awards & Recognition

a. ________________________ $ ________

b. ________________________ ________

c. ________________________ ________

Subtotal $ ________ $ ________

Other

a. ________________________ $ ________

b. ________________________ ________

c. ________________________ ________

d. ________________________ ________

Subtotal $ ________ $ ________

Total $ ________

Surplus (or shortage) $ ________

GLOSSARY OF MEETING TERMS

Room Accommodations

Single: A room to be occupied by one person

Double: A room with one large bed for two persons.

Double Double: A room with two double beds for two, three, or four persons.

Twin: A room with two single beds for two persons.

Studio: A one-room parlor setup having one or two couches that convert to a bed.

Parlor: A living or sitting room not used as a bedroom.

Junior Suite: A large room with a partition separating the bedroom furnishings from the sitting area.

Cabana: A room adjacent to the pool area, with or without sleeping facilities, usually separate from hotel's main building.

Duplex: A two-story suite (parlor and bedrooms) connected by a stairway.

Efficiency: An accommodation containing some type of kitchen facility.

Suite: A parlor connected to one or more bedrooms. When requesting a suite, always designate the number of bedrooms needed.

Hospitality Room: A room used for entertaining (cocktail party, etc.). Usually a function room or parlor.

Hospitality Suite: A parlor with connecting bedroom(s), to be used for entertaining.

Connecting Rooms: Two or more rooms with private connecting doors permitting access between rooms without going into the corridor.

Adjoining Rooms: Two or more rooms side by side without a connecting door between them. In other words, rooms can be adjoining without being connecting. (Roll-a-way beds are available in most hotels at a nominal price. They can be placed in bedrooms or parlors for extra persons occupying the room.)

Room Reservations

Guaranteed Payment Reservations: A room is set aside by the hotel, at the request of the customer, in advance of the guest's arrival. Payment for room is guaranteed and will be paid by a company or organization even though guest may not arrive—unless the cancellation procedure in effect in each property is adhered to. Company or organization should receive from the hotel a cancellation code or name of the person accepting the cancellation.

Preregistration: The guest is preassigned a room by the hotel to be available upon the guest's arrival. This procedure is also used for some types of group business. Some hotels have a special preregistration desk or rack near the front desk.

Confirmed Registration: An oral or written confirmation by the hotel that a reservation has been accepted (written confirmations are preferred). There is usually a 6 p.m. (local time) check-in deadline. If guest arrives after 6 p.m. and hotel is filled, the assistant manager will make every effort to secure accommodations in another hotel. This does not apply to guests with confirmed reservations where "late arrival" has been specified.

Deposit Registration: A reservation for which the hotel has received cash payment for at least the first night's lodging in advance and is obligated to hold the room regardless of the guest's time of arrival. The hotel should preregister this type of guest. Cancellation Procedure: This type of reservation should be cancelled as early as possible, but a minimum of 48 hours prior to scheduled date of arrival in a commercial-type hotel. For resort hotels the customer should verify cancellation policy at the time of making reservation.

Flat Rate: Specific room rate for a group, agreed upon by the hotel and group in advance.

Run-of-the-House Rate: An agreed upon rate generally priced at an average figure between minimum and maximum for group accommodations for all available rooms except suites. Room assignments usually made on a best available basis.

Rack Rate: The current non-group rate charged for each accommodation as established by the hotel's management.

No Show: A confirmed reservation that has neither been fulfilled nor cancelled by the customer.

MAP (Modified American Plan): The rate includes breakfast, dinner, and room.

EP (European Plan): No meals included in room rate.

Continental Plan: The rate includes breakfast and room.

Banquet & Functions

Guarantee: The figure given by meeting planner to hotel at least 48 hours prior to function for number of persons to be served. Most hotels are prepared to serve at least 5% over the guaranteed figure. Payment is made on a basis of the guaranteed number of covers or total number served, whichever is greater.

Covers: The number of persons served at a food function.

French Service: Each food item individually served on a plate at the table by a waiter; as opposed to serving a completely setup plate.

Table D'hote: A full course meal with limited choice.

A-La-Carte: A meal where each item on the menu is priced separately (run of the menu).

Cash Bar: A bar setup where guests pay for drinks. This type of bar is usually set up by hotels for large groups.

Host Bar: A bar setup where all drinks are prepaid by the sponsor.

Open Bar: A bar setup where guests do not pay for drinks.

Negotiations & Arrangements

Proposal: First letter sent by the hotel, outlining the understanding between the buyer and the hotel.

Option Date: The date agreed upon where a tentative agreement is to become a definite commitment by the buyer.

Letter of Agreement: Letter from the buyer accepting the proposal. This may be the hotel's proposal initiated by the buyer. No legal agreement exists unless both sides have exchanged letters, or duplicates of letters have been accepted.

Cutoff Date: The designated day when the buyer, upon request, must release or add to function room or bedroom commitment. With certain types of groups, rooming lists should be sent to the hotel at least two weeks prior to arrival.

Rooming Lists: A list of names submitted by the buyer (in advance) of guests to occupy the previously reserved accommodations.

Commitment: The detailed arrangements hotel and/or buyer have agreed upon. Same as proposal or agreement, but not used in the legal sense.

Type of Meeting

Seminar: Usually one face to face group sharing experiences in a particular field under the guidance of an expert discussion leader. Attendance is generally 30 persons or less.

Workshop: Usually a general session and face to face groups or participants training each other to gain new knowledge, skills, or insights into problems. Attendance is generally no more than 30-35 participants.

Clinic: Usually face to face small groups, but may have general sessions where staff provides most of the training resources to train in one particular subject.

Conference: Usually general sessions and face to face groups with high participation to plan, get facts, solve organization and member problems.

Forum: A panel discussion taking opposite sides of an issue by experts in a given field with liberal opportunity for the audience participation.

Symposium: A panel discussion by experts in a given field before a large audience. Some audience participation but appreciably less than a forum.

Panel: Two or more speakers each stating a viewpoint with discussion between speakers. Discussion is guided by a moderator.

Lecture: A formal presentation by an expert sometimes followed by question and answer period.

Institute: General sessions and face to face groups discussing several facets of a subject. Primarily a substitute for formal education where staff provides most of the training resources.

Convention: Usually general sessions and committee meetings; mostly information-giving and generally accepted traditional form of annual meeting.

Congress: More commonly used European designation for convention. (Mainly international in scope.)

Meeting Room

Dais: A raised platform on which the head-table is placed.

Table Lectern: A reading desk which rests on a table top.

Floor or Standing Lectern: A full size reading desk which rests on the floor; sometimes mistakenly called a floor podium.

Podium: A raised platform or stage upon which the speaker stands (sometimes called a rostrum).

Setup and Breakdown Time: The time needed before and after a function to arrange and rearrange the facility.

Auditorium or Theatre Style Setup: A series of chairs set up in rows with aisles facing the head table, stage, or speaker.

U-Shape Setup: A series of tables set up in the shape of the block letter "U," with chairs usually on the outside of the closed end and on both sides of each leg.

Conference Setup: A series of tables set up in rectangular fashion, with chairs on both sides and ends. Can also be set up with ends in oval shape.

Hollow Square Setup: A series of tables set up in a square with middle hollow. Chairs on each of four sides (outsides of the square).

Hollow Circular Setup: Same setup as "horseshoe" type, except both ends are closed and chairs are set up only on the outside.

Classroom Setup: A series of 6' x 18" long tables lined up in rows (one behind the other) on each side of a good sized center aisle. Usually six chairs to a table—all tables and chairs facing the head table.

Chevron Setup: Same as Classroom Setup, except that tables (and chairs) are tilted like the letter "V," with the base of the "V" at the center aisle. (Also called herring-bone style.)

Meeting Room Equipment

MICROPHONES

Lavaliere Microphone: A small portable microphone that hooks around the neck by ribbon or cord; commonly known as a necklace, lapel, neck, or pendant mike.

Lectern Microphone: A microphone placed on a stand attached to a table lectern or standing lectern.

Roving Microphone: A hand microphone either wireless or on a long electrical cord, for speakers who roam around stage or in audience.

Standing Microphone: A microphone placed on a tall, adjustable stand. Sometimes called a floor microphone.

Table Microphone: A microphone on a short stand that is placed on a table for seated speakers.

Cordless Microphone: A small portable microphone without a wired connection.

PA System: The sound system, portable or built-in, available for amplification in one or more rooms.

PROJECTORS

LCD Projector: Digital equipment which projects a digital image from a laptop or personal computer.

SPEAKERS EQUIPMENT

Flip Chart Stands: A large pad, usually 20" x 24" or larger, on a three-legged stand, used by a speaker for illustrative purposes.

Easel: A three-legged stand used to hold blackboards, cork boards, magnetic boards, posters, signs, etc.

Whiteboard: A white writing surface upon which a speaker writes using eraseable markers.

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