

Knights of Columbus

Massachusetts State Council

Membership Handbook



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Preface

Much has been accomplished since Father McGivney met with a small group of men in the basement of St. Mary's Church in 1882. We continue to be leaders paving the way into the future. The number of members and Councils continue to grow because of your efforts. Growth is the key to our survival and our future leadership. With each member's efforts to Recruit, Retain, and Reclaim we will succeed in keeping the dream of Father McGivney alive. Remember: If not ME, then WHO!

Purpose

The purpose of this handbook is to provide District Deputies, Grand Knights, Council Officers and Council Membership Teams with a guide containing valuable information to aid them in their recruitment and retention efforts.

Although this handbook provides key personnel with most of the tools required, a successful Council Membership Program is directly dependent on the leadership of the Grand Knight and his chair officers, the initiatives of the Council Membership Team, and the support and active participation of every member of each and every Council.

Objective

For Massachusetts to attain number 'ONE' in the Order with strong State Membership leadership and support to its subordinate Councils.

MEMBERSHIP TEAM

The membership team is comprised of the Supreme Council, State Deputy, State Board, State Membership Team, District Deputy, the Council Grand Knight, and the Council Membership Team.

Supreme Council

Supreme Council establishes the laws and membership goals for all Councils of the Order, thus promoting its continuous growth.

State Deputy / State Board

State Deputy who appoints District Deputies and a State Membership Team to support subordinate Councils in their membership efforts to reach the State's membership goal.

State Membership Team

Consists of the Membership Director, Regional Membership Directors, Regional Recruitment, Retention, Retention Chairmen, New Council Development Chairman and Teams, and Financial Secretary Advisory Group.

Grand Knight

Each Council Grand Knight should establish membership goals shortly after being elected and implement these goals at the first Council meeting in July. He should identify a membership team that will serve to meet the goals necessary to continue the growth of that Council. These appointments of the membership team should begin on July 1st and their efforts should not stop until June 30. Finally, schedule and conduct First Degrees early and frequently. Each Council should schedule and conduct a First Degree during the month of July.

Council Membership Team

Council Membership Team appointed by Grand Knight is comprised of:

- Membership Director (preferably a PGK)
- Recruitment Committee Chairman
- Admissions Committee Chairman (and a committee of seven members)
- Retention Committee Chairman (Deputy Grand Knight, with the Trustees and Field Agent as members)
- Financial Secretary

Sponsor

Sponsor is the new member's proposer.

RESPONSIBILITIES

State Deputy

To establish the State Goals and conditions to support subordinate Council's efforts to achieve those goals for continuous membership growth within the State.

State Membership Team

These men provide assistance to District Deputies, subordinate Councils and their membership teams in the area of membership. They provide additional guidance and support to the District Deputy ensuring the district's membership goals are realized. Their basic focus is on the overall welfare of the continued growth of the State membership by supporting established goals and other membership type programs within the State.

District Deputy

Selected by the State Deputy and Approved by the Supreme Knight, he acts on their behalf to support his District's Councils. One of his goals is to assist each Council to meet or exceed its membership goals. It is his job to support each Council in its efforts to build and maintain a successful membership program. He should advise and train each Council with the proper procedures and responsibilities and give direct support to any Council needing that support. He should ensure that the proper membership team infrastructure is in place. Instruct each team member (i.e. Membership Director, Admissions Committee, Recruitment Committee, and the Retention Committee) in the proper knowledge of their roles and responsibilities so they are understood. He should provide explicit instructions and guidance and NOT assume that they know what they are doing. Any council in additional need of assistance may contact the Regional Membership Team, which will provide whatever assistance is needed. This is the first critical step in the proper development of a "repeatable" process to recruit, retain and reclaim members. If you cannot repeat the process your program is weak and greatly increases the potential for failure in that Council's membership program.

Grand Knight

Is the vital KEY to the success of the Council and State membership program! It is the Grand Knight's responsibility to ensure he appoints by JULY 1st a Membership Director, Admissions Committee, Recruitment Committee, and Retention Committee. All members of these committees should be properly informed, trained, and receive the membership material provided by Supreme to the Council's Financial Secretary and given to the newly elected Grand Knight. It is also the Grand Knight's responsibility to keep his District Deputy informed as to his goals, committee assignments, Council programs, the results of these programs, and any problem areas requiring assistance. This communication with the District Deputy should be done monthly at a minimum.

COUNCIL MEMBERSHIP TEAM ROLES AND RESPONSIBILITIES

Membership Director

- Should Be a Council officer like a Past Grand Knight or a person with leadership abilities and the understanding of a salesman
- Foster high standards, enforce establish procedures from Supreme, State Council, and his Council in the area of membership
- Provide the membership team a training program to ensure that all team members know how to be effective in their responsibilities (an outline is provided in the appendices for your consideration) and know the proper procedures of the membership program
- Coordinate First Degree dates with Grand Knight
- Maintain a current list of Second and Third Degree dates in the local area to notify candidates in a timely manner and to coordinate this information with the Financial Secretary to ensure that eligible members advance to the next higher degree as soon as possible
- Strongly encourage sponsors to accompany candidates to **all** degrees
- Ensure recruiting teams are informed of dates the admission team will meet and dates of all degrees
- Assist the Grand Knight in coordinating requests to the District Deputy for Second Degree dates
- Publicize and supervise VIP and Shining Knight incentives and awards for active sponsors and any membership incentive program

Recruitment Committee Chairman

- Should be a Past Grand Knight
- Establish a program in support of the Council's recruitment goals
- Assist sponsors with prospective member initiatives
- Assist Financial Secretary and sponsors with preparing prospective members for the First Degree
- Strongly encourage sponsors to accompany candidates to **all** Degrees.
- In cooperation with sponsors and the Council Program Director, get new members involved in Council activities and committees
- Establish and provide notice via Council newsletter, email, and personal telephone calls to members providing information on upcoming dates and places for recruitment drives and ask for their support
- Plan Open House and Membership Night events EARLY in the fraternal year and often to reach Council goals early in the fraternal year
- Supervise invitation of prospective members and Two-on-One Recruitment Committees

Retention Committee Chairman

- By Supremes recommendation should be the Council's Deputy Grand Knight
 - Have as members the Council Trustees at a minimum.
 - Work with assigned Field Agent who may know of other issues because of his contacts
 - Develop and execute a retention program that seeks to contact members who no longer attend meetings or functions. Use sponsors to assist in this process. Seek out reasons why they are not attending and advise them of upcoming functions and events and ask them to participate or assist in these programs to support the Council. Note: Do not hesitate to seek assistance from the District Deputy, State Membership Director, State Regional Directors, State Retention Chairman, Field Agent or General Agent.
 - Promoting all retention programs sponsored by Supreme and State Councils
 - Helping promote Council activities which encourage and foster fraternity among ALL members and their families
 - Meeting frequently with Retention Committee members to review status of membership contacts and to assess suggestions and programs for resolving membership and/or retention problems
 - Ensuring that all committee members are properly instructed on the information required to intelligently discuss problem areas with Council officers and members
 - Working with the Financial Secretary to identify all Council members in arrears and in danger of being suspended, or who have requested a final withdrawal card.
 - Contacting Sponsors to call Council members in arrears or in danger of being suspended.
 - Post list of possible suspensions so that membership can contact member.
 - Coordinating calls to members having received a Second Notice with the Financial Secretary and Trustees
 - When possible, arranging for personal visits to each member in danger of suspension by a two-man Retention Team
- Note: Telephone contacts or letters are last resorts and less effective than personal visits. After contacting a member and determining that retention does not appear possible, encouraging withdrawal as the preferred alternative to a member's suspension
- Establish a program in support of the Council's retention goals
 - Advise the Grand Knight of reasons causing members to be "inactive/absent" with recommendations to rectify
 - Prepare information to inform all members subject to suspension of alternatives to being dropped (alternatives are to be with approval of the Grand Knight)

Admissions Committee Chairman

- Preferably a PGK and at least seven members (e.g. Membership Director, Recruitment Chairman, Trustees, Field Agent, and others to make up seven)
- Be responsible to arrange with the members of the committee appropriate meeting dates and times to speak with prospective candidates about their intentions and to inform the candidates about the functions of your local Councils programs and activities
- Coordinate with the Membership Director and Recruitment Chairman scheduled admission committee meeting dates and times to meet with prospective candidates

- Meet with prospective candidates using the Admissions Committee Inquiries Guide provided by Supreme Council Office on simple questions to ask prospective candidates
- Ensure the candidate understands who we are, your Council's activities in the Church, Community and other areas.
- Advise the candidate of Council dues and Initiation fees and the importance of communicating with the Financial Secretary when any personal data (i.e. address, phone, etc) changes
- Inform the candidate of the many benefits of the order and of the importance of his admission to any Council in the order with his traveling card and paid up dues
- If a candidate is discovered as NOT being in union with the Holy See, your Council Chaplain or Parish Pastor will provide you with the status of the candidate in question. You must abide by his response
- Present the committee's decision and recommendation on each candidate for election
- Ensure the candidate's sponsor is in attendance and inform the sponsor of his responsibilities to take the candidate to degrees and assist him in getting involved in the many programs in your Council

Financial Secretary

- Verify Council roster for accuracy and maintains current addresses on members
- Meet with applicant after admissions committee to ensure paperwork is complete and that fees and dues are paid
- Updates membership and degree information notifying Supreme of changes
- Provides Membership Director with name, phone number, and address of eligible candidates for advancement to meet District and State scheduled degrees
- Prepares membership cards for those candidates advancing to the next higher degree and provides them to the Grand Knight for presentation to the candidate at the degree
- Coordinates early with Grand Knight and Retention Committee Chairman concerning members in arrears
- Promotes "New Member" Insurance Plan by having new candidates read the reverse side of the Form 100

Sponsor

- Is the candidates proposer (i.e. the person who asked the candidate to join the order and signed the form 100) and the KEY LINK to a successful recruitment and retention process. Without a sponsor's support a new member can wrongly feel rejected or unaccepted and quickly become a retention problem
- Introduce candidate to Admission Committee and indicate why he should be accepted as a member of the Council
- Take the candidate to all degrees
- Introduce the new member to the current membership, the Financial Secretary and Grand Knight at a minimum
- Get him active and involved in Council programs.

Appendix A -- A Membership Plan for Grand Knights

Getting Started

1. Immediately after your election (conducted between May 15 and June 15), consult with your predecessor on lessons learned from his membership plan of action. You should take time to discuss your choices for key positions to be filled on the Council's Membership Team (consisting of: Membership Director, Admissions Committee, Recruitment Committee, and Retention Committee).
2. Discuss with the Council Financial Secretary the current membership status to obtain a clear picture of the Council's membership status. Some things to ask are:
 - a. Number of current members and the total number as of July 1st
 - b. Number of Honorary and Honorary Life Members and who will become eligible during your year in office
 - c. Number of candidates waiting for 1st Degree
 - d. Number of members who are in arrears in paying dues and how many months
 - e. Number of members eligible for advancement to 2nd Degree
 - f. Number of members eligible for advancement to 3rd Degree
3. Based on this July 1st total number of members Supreme shows on record you can now multiply that figure by 5%, which establishes your Council's minimum quota and goal for new members for the fraternal year. You should add to that quota an additional percentage that is realistic and achievable, making that goal your target for the new fraternal year. Announce this target goal and the date you expect to achieve that goal at your first council meeting and charge your membership team to begin work on achieving that goal. Challenge the team and members (these men are your SPONSORS) to make the Council active by recruiting and exemplifying at least one new member in July.
4. To keep the team on track, establish a monthly goal derived by dividing your quota/target goal by 10 months. This will cover any problem months when recruitment was below your target or to use to push your final membership over target. Establish an early date to reach that goal and remind all where you stand each month.
5. Establish with your Membership Director early and frequent First Degree dates, membership drives, open houses, and fraternal benefits presentations to promote the recruitment efforts of your plan.
6. Contact the assigned Field Agent for your Council and ask him to be a member of your retention committee. Provide him with your membership plan so that he can strive to help you achieve your insurance goal in early enough time to counter any member who may surrendering their policy.
7. Commit to attend any degree where one of your Council's candidates will be in attendance. Always take a candidate to his degrees; NEVER let them attend alone!
8. Monthly via your meetings and newsletters let the membership know exactly where you stand on your goal and identify your new candidates in that forum so the membership can get to know this new member and his family.
9. Promote and announce membership awards, recognitions, and achievements at meetings and in newsletters. Such recognition programs are the VIP and Shining Knight Award.

Simple Check List to Reach Council Goal

Date Completed	Description												
_____	Elected as next Grand Knight. Spoke with predecessor about his membership program, my plans, and my membership team appointments.												
_____	Talked to Financial Secretary and obtained the following numbers: _____ Current Membership Total _____ Membership Totals _____ Eligible Honorary/Honorary Life during new year _____ Candidates waiting for 1 st degree _____ Candidates waiting for 2 nd degree _____ Candidates waiting for 3 rd degree _____ Members in Arrears of Dues – 3 months _____ Members in Arrears of Dues – 6 months _____ Members in Arrears of Dues – 9 months _____ Members in Arrears of Dues – 12 months _____ Members in Arrears of Dues – 18 months _____ Members in Arrears of Dues – greater than 18 months												
_____	Established Councils Goal for New Year. _____ Council goal (July 1 st number * .05 + additional) _____ Monthly goal (Council goal / 10 months) at minimum ** (JULY) _____ Date Council ACTIVE (Exemplify at least one new member) _____ Date to Achieve Council Goal												
_____	Contacted and appointed the following membership team. _____ Membership Director _____ Admissions Committee Chair (PGK) and members _____ Recruitment Committee Chair and members _____ Retention Committee Chair (DGK) and members												
_____	Established First Degree dates to meet or exceed Council membership goals. <table border="0" style="width: 100%; text-align: center;"> <tr> <td>_____ JULY</td> <td>_____ August</td> <td>_____ September</td> <td>_____ October</td> </tr> <tr> <td>_____ November</td> <td>_____ December</td> <td>_____ January</td> <td>_____ February</td> </tr> <tr> <td>_____ March</td> <td>_____ April</td> <td>_____ May</td> <td>_____ June</td> </tr> </table>	_____ JULY	_____ August	_____ September	_____ October	_____ November	_____ December	_____ January	_____ February	_____ March	_____ April	_____ May	_____ June
_____ JULY	_____ August	_____ September	_____ October										
_____ November	_____ December	_____ January	_____ February										
_____ March	_____ April	_____ May	_____ June										
_____	Contacted Field Agent assigned to Council and communicated Councils membership plan and First Degree dates. Asked him to be member of retention committee and to schedule Fraternal Benefits Night presentations.												

Appendix B -- Successful Recruitment Program

Remember we are looking for **QUALITY members**. Each Council member has a responsibility to recruit.

The qualifications for membership in the Knights of Columbus and the procedures pertaining to admitting new members, reactivation and reinstatement of previous members, and the transfer of members are covered in the Laws of the Order. They can also be found in the "Grand Knight's Handbook" and the Financial Secretary Handbook.

Eleven Steps To Success

STEP #1: Establish And Attain Council Goals And Quotas

- a) The Grand Knight should set a goal of 5% net gain in membership and 2.5% gain in insurance members (as minimums).
- b) Set goals to attain Star Council status and the Century Club Award. The latter, requiring a net gain of 100 members, may seem out of reach yet the majority of Councils have the capability and resources to meet this goal.

STEP #2: Organize The Council's Recruitment Campaign

Look around the Council and select and train if necessary, recruiters to serve on the Membership Committee. Pick those men who are enthusiastic, motivated, competitive, and know the Order. Arm them with the informational and promotional materials from the Supreme Council office so they will be well prepared and convinced of the advantages and benefits the Order offers to any man and his family.

- a) Implement membership recruitment programs sponsored by the State and Supreme Councils.
- b) Seek the cooperation of Pastors in the membership recruitment program. They may be able to suggest parishioners who would be prospects for membership. Also, try to schedule membership drives at the convenience of the parish by cooperative planning early in the Fraternal Year.
- c) Sponsor an "Information Program" for junior and seniors in high schools and the local parish and parochial high schools. Obtain approval and seek the assistance of the Pastor and school principal in the promotion of the program.
- d) Establish contact programs with high school and college graduates by sending them "Congratulations" cards (#938), and including your name as Grand Knight, the name of the Council, and contact phone numbers.
- e) Contact the local Knights of Columbus Field Agent and General Agent to help the Council plan recruitment programs.
- f) Sponsor incentive programs for recruiters in the Council, such as the Supreme Council's "VIP" Club and the State Council's "SHINING KNIGHT" Award. Inform members about the VIP Club; give each member the "VIP" Club rules flyer (#860). Recognize individual members when they reach various recruitment

levels in special open meeting with family members present. Supreme keeps account of the members recruited and when the next level is achieved you will receive a certificate for that level. The "Shining Knight" Award is explained further in the Insurance Promotion Section of this handbook. The Grand Knight should use his own initiative to create a specific Council recognition program or programs to reward members bringing in new members -- let them know their efforts are noticed.

g) Schedule frequent first-degree exemplifications.

STEP #3: Set Up Individual Recruiting Teams

- a) Train and educate the members of the Council on the working of the Order. This will better prepare members to recruit new members. Special audiovisual aids are available from the Supreme Council for use in training recruiters. Urge the Council's most successful recruiters to share some of their secrets.
- b) Ask the Field Agent to serve as an instructor. His knowledge of professional salesmanship techniques is very helpful. Ask him to conduct seminars on recruitment strategy for Council members.
- c) Stress "Two-on-One" recruitment. Teams of two recruiters make a more lasting impression on a prospect, suggest the fraternal nature of the Order, and can present the Knights of Columbus story more thoroughly than one member alone.
- d) Encourage the use of the Membership Recruitment Flip Chart (#889A) by team members when they visit a prospect and his family.
- e) Provide each recruiter with a copy of "Getting That Application Signed" (#922), the wallet-sized Flip Chart (#2041) and other materials available from the Supreme Council Supply Department.

STEP #4: Train Recruiters

- a) Obtain recruiting films from Supreme:
 - "Sign 'em up"
 - "Nobody Asked Me"
 - "Two-On-One"
- b) Invite former recruiters to share their experiences with the new team
- c) Invite the Field Agent to share his experiences on how he obtains a signature
- d) Order/review promotional materials from Supreme:
 - Recruitment Flip Chart and Binder (form 889 and 889A)
 - "Did You Know?" flyer (#1267)
 - Family Fraternal Benefits flyer (#2761)
 - Member/Spouse Fraternal Benefits flyer (#2773)

STEP #5: Develop Prospect Lists

NOTE - prospect lists may be developed during membership drives, from prospect cards posted in the church (with the Pastor's permission), or from two Supreme printouts: "Former and Inactive Knights residing in Massachusetts" and "Inactive

Insurance members residing in Massachusetts". These lists are printed each year and distributed through the Massachusetts State Council.

- a) Use the prospect cards (#921 and #921A) available from the Supreme Council for soliciting prospects. Use the information to form an ongoing prospect list for recruiters to follow-up.
- b) Impress on recruiters that prospects can be relatives, friends, co-workers, from all walks of life, virtually any Catholic man you talk to (requirements - 18 years old, and a practical Catholic).
- c) Review the list of high school graduates, college students, and former Columbian Squires.
- d) Use the list of prospects to send invitations for "Open House", "Membership Night", and Council activities. Make the prospect feel welcome and let him know what the Knights and the Council are about.

STEP #6: Start Team Recruiting

- a) Divide your prospect list into assignments for a number of recruiting teams.
- b) Challenge the teams to see who can recruit the most prospects.
- c) Supply each team with ample membership documents and promotional materials that explain the Order.
- d) Have frequent meetings with the recruiting teams to review their progress and assign new prospects.

STEP #7: Visit Prospective Members Personally

- a) Personal recruiting has proven to be the best method. Arrange for the visit beforehand and be punctual. Dress neatly, wear your Knights of Columbus membership pin and promote the Order's positive image.
- b) The Knights of Columbus is a family organization; invite the prospective member's entire family to hear the presentation.
- c) Although the Order appeals to different prospects for different reasons, it's the opportunities that your Council offers that will be most appealing. Offer only what you can provide - stress current programs and activities of the Council that will appeal to the prospect and his family.
- d) Tell the prospect what makes YOU and your family proud to be a part of the Knights of Columbus.

STEP #8: Signing The Prospect

- a) After you've told the Knights of Columbus story and answered all questions, ask the prospect to join.
- b) Have a Form #100 ready and fill it out then -- don't delay when he is ready.
- c) Be ready to accept his check to cover initiation fees and dues. Know what these are BEFORE calling on a prospective member.

- d) Know dates of degrees and Council events and activities -- invite the member and his family and let them know they are a welcome addition.
- e) Inform the Recruitment Chairman and the Financial Secretary that you have a candidate for the First Degree.
- f) Schedule candidate to meet with the Admissions Committee as soon as possible and have the candidate's sponsor attend the meeting also.
- g) Let the candidate know you are proud to be his sponsor and you will assist him in meeting other Council members and taking his degrees.

STEP #9: Ensure Prompt Exemplification And Degree Advancements

- a) Schedule frequent First Degrees; don't make the candidate wait too long for his exemplification. Remember, the First Degree can be exemplified for as few as one or two men. Initiate new members fast and often.
- b) Ensure that sponsors accompany their prospective members and introduce them when they appear before the Admission Committee.
- c) Process all prospective members or candidates through the Admission Committee. Make certain that all completed membership documents are forwarded to the Supreme Council office immediately following exemplification of the First Degree.
- d) In coordination with the District Deputy, prepare new members for their Second and Third Degrees. Again, do not delay a member from advancing degrees just to have a bigger number of candidates at a later date. If new members have to wait weeks or months to take degrees, they may lose interest.

STEP #10: Ensure Sponsors Complete Their Responsibilities

- a) Ensure that sponsors accompany their candidates to ALL DEGREES.
- b) The sponsor should encourage a new member to join one or more committees and actively participate with him in Council activities. It is the sponsor's responsibility to see that "HIS" new member is introduced to Council members, is assigned to a committee and becomes actively involved in the Council.
- c) It is the sponsor's responsibility to see that the new member is welcomed and introduced.

STEP #11: Recruit Another Member

After the team has signed a prospect, go back to the prospect list and contact the next prospective member. As new members are welcomed they add to the expanse of the recruitment team. If the new member and his family enjoy the Knights and tell their friends, half the job of recruiting those friends is already accomplished. With each success comes more confidence and more ability, and recruiting another member comes that much easier.

Follow these eleven steps and your Council will succeed in "Discovering" more and more Catholic men and their families. Furthermore, the Order and YOUR Council will grow. New

members are the Life of the Order. As leaders recruit new Knights as an example to them, reward members that bring in new Knights, and have your name at the top of the recruiter's list.

There is a constant call to action, involvement and commitment. As Knights, it is our responsibility to answer this call from our Church, community, our fellowmen and their families. Yet, if the Council is to respond to the specific needs or problems which face its parish or community, then Council must be fully equipped with sufficient manpower and the knowledge of available programs. There are many things that can be done to make a Council better. Enlist new membership to join in working to fight abortion, eliminate poverty, drugs and pornography. Return former members, and their families, to active status and seek their assistance in aiding people with intellectual disabilities or handicaps, or in helping to conduct Council programs of ecumenism, fraternalism or brotherhood. Assist members in realizing the many benefits of Knights of Columbus insurance and help new members discover the real meaning of the Knights of Columbus.

One of our goals must be to let prospects and their families know that we are deeply committed in service to our Church and communities. Each year our service program activities generate increasing amounts of volunteer time and charitable donations in the service of others. This is something we do joyfully. Our membership now numbers over 1.6 million men, plus their families, and is still growing. What is really important is that all of these efforts come from what each individual member and Council is able to accomplish in their community. That is what's really critical, and what must be conveyed to prospects.

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Appendix C -- Retention Guide

Experience has proven retention to be a perennial problem for all Knight of Columbus Councils. Year after year, the hopes of many a Council for an outstanding membership campaign have been hopelessly crushed by membership withdrawals or suspensions. While most Council chairmen and directors are guided in their duties by detailed handbooks, the men in charge of retaining our Council membership - the Grand Knight and Retention Chairman - must find their guidance briefly summarized in the Surge With Service Manual. This source, although helpful, does not provide an abundance of detail on how to perform this sensitive and important role.

This section of the handbook has been prepared as a convenient guide for all Council retention personnel. It compiles, coordinates, and amplifies the retention guidelines published by Supreme into a format, which provides easy and quick reference for all committee members. In addition, it lists frequently encountered problems, and provides techniques, which other Councils have proven to be effective for handling each problem. This section is not the answer to all problems - Retention Chairmen are encouraged to improvise and use initiatives to meet their own specific needs.

It is the hope that by clearly defining the duties of the Retention Chairman and Committee in this handbook, and by providing workable solutions to many Council retention problems, you may successfully stem the tide of membership losses in your own Council and throughout the Massachusetts State Council.

Causes Of Membership Suspensions

Before discussing the composition of the Retention Committee, it is first necessary to develop an understanding of the most common causes for membership suspensions. These causes include, but are not limited to:

- a) Members lose interest because they are uninformed or are not involved in Council activities
- b) Members do not perceive Council activities as being sincere, meaningful, or diversified
- c) Members become bored with Council meetings due to late starts, late adjournments, wasted time, and meaningless discussions or debates
- d) Members experience a personality clash with other Council members or officers
- e) Members are not made to feel comfortable and welcome at Council meetings or activities
- f) Members are experiencing financial problems and cannot afford their Council dues
- g) Members are not asked to participate on committees after volunteering to become involved
- h) Members are not encouraged to take degrees and advance
- i) Sponsor neglects responsibilities and does not follow through
- j) Recruiters and Admissions Committees do not emphasize importance of keeping dues current

Retention Committee Personnel

The Retention Committee should be comprised of the Trustees, the Financial Secretary, and the sponsor, if available. The Grand Knight must appoint a Retention Committee Chairman (preferably the Deputy Grand Knight) to act on his behalf. The Grand Knight serves as the ex-officio Chairman of the committee and should be kept fully abreast of the status of all retention issues by the Retention Committee Chairman. It is recommended that other members be added to the committee as required, preferably Past Grand Knights. Adding Past Grand Knights to the committee minimizes the training required for serving on the Committee and, at the same time, keeps former Council officers active who may have become inactive. Foremost, the use of PGKs makes best use of "corporate memory" concerning members and causes for possible suspension.

The number of additional members on the Retention Committee will vary and will depend, to a large extent, on the size of the Council (membership total) and the retention workload (average number of second notices issued per quarter).

A quick review of the list of causes for membership suspensions as previously mentioned reveals several areas, which are not under the direct control of retention personnel. For example, should changes in Council meetings or program activities be required to solve retention problems - the changes must be coordinated and implemented through the Council Grand Knight and the Program Chairman. In fact, experience shows that retention, like recruitment, is the responsibility of all Council members. Thus, the Retention Committee personnel must act as the Council's eyes and ears for membership related problems and work closely with other Council officers and committee chairmen to correct all identified problems.

Since those members serving on the Retention Committee must deal with both Council officers and individual Council members, they must possess special personal characteristics to properly perform their jobs. For instance, they must be both personable and diplomatic. It is not always an easy task to tell a Council officer he is not performing his job properly or to remind a member that he is two months behind in paying his dues, without upsetting them to the point of rebellion.

In order to intelligently discuss problems identified by individual members, the Retention Committee must also have a thorough understanding of Supreme, State, and Council operating procedures, Council activity programs, suspension and withdrawal procedures, membership readmission procedures, inactive insurance member fees, and other pertinent information which may be applicable to a number of diversified situations.

Retention Committee Operation

Often Retention Committee members, lacking information and guidance to the contrary, assume that their only function involves contacting members who are delinquent in paying Council dues and urging them to bring their dues current. Unfortunately, the purpose of members of this committee is neither that simple nor that limited in scope. While a significant portion of their responsibility will involve contacting members in arrears, the majority of their time should be spent in monitoring the conduct and performance of Council meetings, certain Council

committees and program activities, and membership attendance at meetings and events to detect symptoms of pending membership problems.

Once problem areas are identified, the Retention Committee is responsible for recommending defined solutions for each problem. Then, working with Council officers, committee chairmen and the membership, they should follow up on the action taken. Obviously this will require the participation of more than a "One Member" committee, particularly in those matters dealing with individual Council members. Seldom will the responsibilities of the Retention Committee be satisfied by a single phone call to a member who is behind in paying his dues.

How to Identify Symptoms

One of the key factors in successfully meeting the responsibilities of the Retention Committee is the ability to recognize the symptoms of a pending membership/retention problem. Briefly, these symptoms include but are definitely not limited to the following:

- a) A member is seldom seen at Council meetings or events or a formerly active member suddenly stops attending these functions
- b) A member is reluctant to advance in the degrees
- c) A member's Council financial obligations are in arrears
- d) A member expresses verbal dissatisfaction with Council procedures or activities to fellow Council members or officers
- e) A member requests a withdrawal card from the Financial Secretary

The Retention Committee must work closely together to detect these symptoms and then act on them as soon as they are noticed. Unnecessary delay could result in the loss of a valuable Council member and deter more members from joining the Knights.

The duties and responsibilities of the Retention Chairman and the Committee cover an extensive amount of Council business, activities, and events. When these responsibilities are performed in a diligent and conscientious manner, membership losses in the Council will be significantly reduced. The Retention Committee is a very important part of every Knights of Columbus Council.

For convenience, the duties of the Retention Committee have been subdivided into three categories.

- a) Those pertaining to the screening of prospective members during Admission Committee interviews
- b) Those concerned with the indoctrination of new members and
- c) Those duties directly involved with retaining members subject to suspension

Again, it must be emphasized, while the Retention Committee may not have direct responsibility and authority for some actions needed to enhance the retention of Council members, the committee does have an obligation to ensure that the responsible individuals (including the Grand Knight) are informed of the appropriate actions required.

I. Screening Of Prospective Members

- a) Determine if recruiters are adequately explaining the Knights of Columbus to prospective members. Do they -
 - 1) Thoroughly explain the purpose of the Order
 - 2) Thoroughly explain Council activities
 - 3) Discuss what the prospective member expects from the Order and what the Order expects from him
 - 4) Highlight areas of special interest to the prospect
 - 5) Thoroughly explain the financial obligations of membership and determine that the prospect understands and is capable of fulfilling these obligations
 - 6) Ascertain that the prospective member is a practical Catholic
- b) Ensure that your Council has an active Admissions Committee appointed by the Grand Knight, which interviews all prospective members.
- c) Monitor the Council's method of selecting prospective members. Do they -
 - 1) Review the prospects reasons for wanting to join
 - 2) Assess his ability to fulfill his membership financial obligations
 - 3) Assess his family, social, and activity interests
 - 4) Determine his talents and evaluate his value to the Council and the Order
 - 5) Encourage participation on a committee and forward his application to the appropriate committee chairman
 - 6) Interest the prospect in the insurance benefit of the Order
 - 7) Ascertain that the prospect is a practical Catholic
 - 8) Collect initiation fees and dues (for at least one quarter) in advance to preclude embarrassing delays prior to the First Degree
 - 9) Discuss with the sponsor his obligations to the prospective member and his responsibility to support HIS new member through the degrees and to introduce him to the Council.
 - 10) Or do they simply accept prospective members without proper screening just to fill a membership quota?
- d) Determine if the Admission Committee is using the "Admission Committee Questionnaire" (#391-NC) for each applicant.
 - 1) Make sure the questionnaire copy designated for the Field Agent is, in fact, mailed to your Council's Field Agent.
 - 2) Be aware of who is retaining the Council file of Admission Committee Questionnaires so they can be referred to, if necessary, for future membership committee assignments and retention contacts.
- e) Ensure that all Council members who are proposing or sponsoring a candidate are advised of their responsibilities as a sponsor and actually perform the following functions:
 - 1) Accompany their prospects to the Admission Committee and introduce the prospect to the committee
 - 2) Escort their sponsored member to all degrees
 - 3) Introduce him to Officers and members of the Council
 - 4) Assist their new member in becoming familiar with Council programs, committees and activities

Although all of the foregoing duties involve the membership recruitment process, they play a major role in forming a new member's first impression of the Knights of Columbus and the Council. This first impression may very well determine whether or not that new member remains a part of our Order in the future. Therefore, the recruitment process must be thorough, but not objectionable to the prospect. In order to properly evaluate this process, it is recommended that all Retention Chairmen participate as active members of their Council's Admissions Committee.

II. Indoctrination Of New Members

- a) Determine if the Admission Committee is explaining the various programs and activities within the Order, State Council and your Council to the prospective member.
- b) Ensure that the new members and their families are introduced to the Council at a meeting and family event.
- c) Ensure that the new member understands the reason and purpose for each program and the part his family plays in the Council.
- d) Ensure that the new member is made to feel welcome at all Council functions.
 - 1) The sponsor should contact the new member before each meeting and, if necessary, bring him to meetings for at least three months after he joins the Council.
 - 2) The member's sponsor should introduce him to Council officers and Council members to give him a feeling of belonging.
 - 3) The sponsor should help determine the new member's interests and introduce him to Council chairmen responsible for activities in related areas.
 - 4) Encourage the use of name badges at all Council functions to make it easier to converse with new members. Supply stick-back labels as temporary name badges at Council meetings until permanent badges can be secured.
- e) Be sure new members are promptly given committee assignments by the Council Program or Committee Chairmen after the new member joins the Order.
 - 1) Encourage Program and Committee Chairmen to assign new members in writing. Provide the new members with a card identifying his committee assignment, the Chairman's name, address, and phone number, and the names of other members of the committee. This will help the new member **AND HIS SPONSOR** to contact the Chairman if further action to involve the new member is not taken within a reasonably short period of time.
 - 2) Committee assignments, whenever possible, should be based on the new member's interests as he indicates on the Admissions Committee Questionnaire.
 - 3) The new member's **SPONSOR** is the one member in the Council **MOST RESPONSIBLE** for ensuring that new member is welcomed to the Council and is assigned to an appropriate committee.
- f) Encourage periodic programs, which acquaint members with Council procedures, i.e., membership, finances, sponsor's duties, committees and activities, etc., as part of the Council's lecture program. Information received by new members during the admission interview and the First Degree often is not retained due to the distracting features and excitement of the occasion. Additionally, a new member can be exposed

III. Retention Of Council Members

- a) Promote all retention programs sponsored by Supreme and State Councils.
- b) Support the various membership recruitment campaigns outlined in the Membership Director's Handbook.
- c) Continually be alert to the symptoms of a potential problem as defined earlier in this section.
 - 1) When evidence of a problem begins to appear, but has not yet reached the point where suspension is imminent, seek the aid of the Grand Knight, Trustees, or other Council officers to identify and correct the cause before it becomes too serious to resolve at this level.
 - 2) Encourage the establishment of a program or system which responds to sudden membership absenteeism by personal contact, or at a minimum, sending a post card to the applicable member noting that he has been missed, expressing concern at his absence, and inviting him to resume attending Council meetings and functions.
- d) On occasion, some members will simply forget to pay their dues when their "First Notice" is received. Be sure that the Financial Secretary is closely adhering to the prescribed procedures for sending out First and Second Notices. The second notice in most cases, will often serve as sufficient reminder to prompt these individuals to pay their dues.
- e) Consider a member to be in danger of suspension and initiate Retention Committee action when the Financial Secretary issues a "Second Notice". Arrange for the Financial Secretary to provide a list of all members issued a second notice to the Retention Committee. This list should be provided via the Grand Knight.
 - 1) The enclosed sample Retention letter may be sent by the Grand Knight and included in the Second Notice.
 - 2) Ensure that the Grand Knight is sending the "Knight Alert" letter at the end of the first month in which the member has not paid his dues (following the Second Notice which is sent by the Financial Secretary thirty days after the initial dues notice).
- f) Establish two-man teams from members of the Retention Committee and divide the list of members receiving second notices.
 - 1) If possible, each team should personally visit each man on his list in his own home.
 - 2) Telephone and letter contacts are acceptable, but only as a last resort.
 - 3) Contact every name on the list, especially past Council officers. Some former officers have been known to intentionally withhold payment of their dues to see if the system is working properly and if everyone is doing his job.
 - 4) Attempt to obtain telephone numbers for all members who have moved out of your immediate area through the telephone company information service.

- Councils are encouraged to establish a budget item for long distance retention calls to pay for Retention Committee expenses in contacting out of area members.
- 5) When members residing outside Council boundaries are contacted, they should be encouraged to remain active in the Order by transferring membership to a Council in their new local area.
- g) Be courteous and tactful when meeting with or talking to members who are in danger of suspension.
- 1) Before contacting a delinquent member, review his Admissions Committee questionnaire and familiarize yourself with the member's expressed Council interests and any past problems.
 - 2) Be familiar with all Knights of Columbus rules and procedures governing readmission of former members. This will allow discussions to include details involving readmission to the Knights of Columbus should the delinquent member be suspended and decide to rejoin the Order at a later date.
 - 3) When contacting a member, clearly introduce those calling as members of the Council Retention Committee and indicate that you are making an official visit or contact (if by phone).
 - 4) Listen carefully to any complaints and try to resolve them during the conversation. If this is not possible, discuss the issues(s) with the Grand Knight and other officers, and obtain their assistance in resolving the problem. In such cases, be sure you contact the member who made you aware of the problem and advise him on the resolution.
 - 5) Always make the member feel important and needed by the Council. Invite him to attend future meetings, particularly when you have resolved his problem or concern.
 - 6) Above all, handle all personal matters discussed with the member with the highest degree of discretion and confidence.
- h) If financial problems are indicated by the member in arrears, clearly inform him of his available options, such as:
- 1) The Grand Knight can authorize partial payment of dues (i.e., bi-weekly, monthly, etc.)
 - 2) The Grand Knight can authorize a temporary reduction of dues to an amount, which covers State and Supreme assessments.
 - 3) In extreme hardship cases (e.g., member unemployed or college student paying his own way through school) the Grand Knight can temporarily forgive all dues.
 - 4) If the member wishes to pursue one of the above options, assist the member in contacting the Grand Knight personally (unless the Grand Knight delegates authority to the Retention Committee Chairman to finalize arrangements with members in question.)
- i) When a member continues to express a desire to leave the Order after an interview with members of the Retention Committee, encourage him to request a final withdrawal card instead of undergoing a suspension. Since the Council has been paying State and Supreme assessments on this member, this approach will allow the Council to recoup its previous expenditures for these assessments.
- 1) Explain to the member that a withdrawal card will show that the member has left the Order in good standing and will pave the way for smooth return to the Order when he is ready, without repaying initiation fees and retaking degrees.

However, if the member is out more than three months the accumulated time toward Honorary and/or Honorary Life resets to zero, all previous accumulated time is erased. Often, a suspended member who has been out of the Order for seven (7) years or longer will have to retake all of the degrees if he cannot prove to the Admissions Committee that those degree requirements were previously satisfied.

Note: Supreme only has on record the date that the member took his First and Fourth Degrees. Other degree information must be gained from previous Councils.

- 2) The member requests a withdrawal card (preferably in writing) to the Council Financial Secretary.
 - 3) The member must also pay all dues owed to the Council and a \$0.50 fee before a withdrawal card can be issued. In many cases, it may be advisable for the Council to absorb the \$0.50 fee for issuing the card rather than adding that amount to the dues owed by the delinquent member.
 - 4) Where financial hardship is the primary reason for the withdrawal request, it is recommended that the Grand Knight consider offering the member one of the options listed above to qualify for full payment of dues and a withdrawal card.
- j) Financial Secretaries should NOT interrupt the timing sequence of the dues billing/suspension process based only on verbal information from the Retention Committee, the District Deputy, or a delinquent member.
- 1) Supreme assumes that a member has paid all funds owed to the Council if they have not received a Form 100 requesting his suspension within sixty (60) days after the date listed on the "Notice of Change of Status" (Form #1845). Suspension of a member will not be processed at the Supreme Council office unless a "Notice of Change of Status" has been on file for the required 60 days. The "Notice of Change of Status" becomes null and void 90 days following the date it is recorded at the Supreme Council office. Thus, after this ninety-day period, Supreme requires the billing process to start all over again with the first notice (another 3-4 month delay before a suspension can be completed).
 - 2) The Financial Secretary should therefore only interrupt the billing/suspension process when funds are received from the member in arrears.
- k) The Retention Committee should FOLLOW UP on the resolution of all problems identified during their discussion or interviews with Council members.
- 1) When delinquent Council members indicate a desire to remain in the Knights of Columbus and express intent to pay back dues, but do not submit funds to the Financial Secretary within a reasonable length of time (1-2 weeks), those members should be contacted again either by the Financial Secretary, the Council Trustees, or the other members of the Retention Committee. This task requires close coordination between the Financial Secretary and the individual(s) who will be contacting the delinquent member. However, the Retention Committee shall ultimately be responsible for ensuring that the repeat contact is made.
 - 2) When the next contact is made with the member, reconfirm his intentions to remain in the Order and, if necessary, offer to personally pick up his dues payment and deliver it to the Financial Secretary.
 - 3) Do not rely on contacts by your District Deputy, the State Deputy, or the Supreme Knight to save delinquent members after they have been issued a Third Notice

- 4) When problems of a non-financial nature are identified, work with the Council officers and committee chairmen to resolve them. Make recommendations on how to conduct prompt, smooth, and short Council meetings. Make sure committee chairmen contact delinquent members and invite them to participate in committee activities (GET THEM INVOLVED). Invigorate membership interest in Council programs by recommending needed changes. Work for the implementation of a membership education program on Council financial and membership procedures or meeting protocol through the Council Lecturer and Program Chairman. Conduct membership interest surveys using Form #1842-NC to determine membership likes and dislikes. Work with Council officers to reduce or eliminate personality conflicts. Don't pay lip service to problems just to get a delinquent member to pay his dues - **DO SOMETHING POSITIVE ABOUT PROBLEMS BEFORE THEY BECOME INSURMOUNTABLE!**

Some Retention Problems

Identified herein are some problems commonly encountered during retention interviews and techniques for each problem that have been tried and proven. These techniques are not, by any means, the only means to handle the problems. They do, however, represent an approach and philosophy, which have worked in the past and may work in the future. Remember that each case must be handled positively and individually - do not rely on rote actions or become complacent about retention.

PROBLEM 1: DELINQUENT MEMBERS DON'T RECALL BEING OFFICIALLY CONTACTED BY THE FINANCIAL SECRETARY OR THE RETENTION COMMITTEE.

RECOMMENDED APPROACH:

- a) Don't informally conduct retention business when you meet a delinquent member on the street, in church, or at some other location.
- b) Formally identify yourself as a member of the Retention Committee.
- c) Do not berate the member for forgetting or losing notices.
- d) Make it clear to the member that you are visiting or calling him in an official capacity as a member of the Retention Committee and it is your intent to help him.

PROBLEM 2: DELINQUENT MEMBERS HAVE A DEFENSIVE AND COLD ATTITUDE WHEN CONTACTED ABOUT UNPAID DUES.

RECOMMENDED APPROACH:

- a) DO NOT bluntly confront a member with such questions as: "Why are you behind in your dues?" or "When are you going to pay your dues?"
- b) Start your conversation by extending an offer of help. For example, the following opening statement might be appropriate:
 "Mr. _____, my name is _____ and I'm a member of the Retention Committee for Council #_____. Grand Knight _____ has informed me that we have not received your dues payment for this quarter and he asked me to contact you to see if you're having any problem and if there is anything that we might do to help you."
- c) Listen attentively to the member's response and try to resolve any Council related problems that may be identified during the conversation.
 - 1) If this is not possible, tell him you will take the problem up with the Grand Knight or appropriate Council officer(s) and try to get it resolved. DO NOT PROMISE WHAT YOU CANNOT DELIVER!
 - 2) Always provide some feedback to the member on the results of the ensuing discussions with the Grand Knight or Council officer(s).
- d) Always make the member comfortable and try to make him feel important and needed during the conversation.
- e) If the member is delinquent because of personal problems, listen carefully and assure him that you will contact the Grand Knight or Chaplain, as appropriate, if he desires to be assisted. If he does not, or if his problems are financial, explain the options available to him, which would allow him to remain a member in good standing in the Knights of Columbus.
- f) If, after your discussion, retention does not appear to be possible, suggest and explain the withdrawal option to the member.

PROBLEM 3: THE FINANCIAL SECRETARY DOES NOT HAVE A CURRENT PHONE NUMBER OR ADDRESS FOR A DELINQUENT MEMBER.

RECOMMENDED APPROACH:

- a) If the member's address is known but his phone number is unknown, obtain his number by contacting the telephone company. Councils should establish a budget item to cover long distance calls in cases such as this.
- b) If a local member's phone number is unlisted or out of order, personally pay a visit to the member at his home. As an alternative, but by not embarrassing the member, contact him at work if his place of employment is known.
- c) When the member's current address is unknown, draft a cordial letter to him and mail it to his last known address.

PROBLEM 4: THE RETENTION COMMITTEE MEMBERS ARE HESITANT ABOUT CALLING A DELINQUENT MEMBER BECAUSE HE IS CURRENTLY, OR WAS FORMERLY, A HIGH RANKING COUNCIL, DISTRICT, OR STATE OFFICER.

RECOMMENDED APPROACH: Make no exceptions. Call all delinquent members. Some Council, District, or State Officers who are familiar with the retention process, will

intentionally withhold payment of their dues to test the system and see if the retention process is working properly in their Councils.

PROBLEM 5: A DELINQUENT MEMBER INDICATES, DURING A RETENTION CONTACT, THAT HE WANTS TO REMAIN IN THE KNIGHTS OF COLUMBUS AND INTENDS TO PAY HIS BACK DUES, BUT DOES NOT SUBMIT A CHECK TO THE FINANCIAL SECRETARY.

RECOMMENDED APPROACH: FOLLOW-UP on the initial contact after a reasonable length of time (no more than 1 to 2 weeks).

- a) Ensure that the Financial Secretary, the Trustees, or the Retention Committee contacts the delinquent member again.
- b) When the delinquent member is contacted again, reconfirm his intentions to remain a member in good standing in the Knights of Columbus.
- c) If necessary, extend an offer to personally pick up the member's payment for delivery to the Financial Secretary.

Retention Incentives

Columbian Squires

One way of furthering the Order is by boosting the number of Columbian Squires Circles and the young men who make them up. If your Council does not already sponsor a Columbian Squires circle, then we strongly recommend it. As the official youth organization of the Knights of Columbus, the Squires is a wonderful training ground for future Knights. A Squires circle can be sponsored either by a Knight of Columbus Council or a Fourth Degree Assembly. For more information contact your District Deputy, State Youth and Squires Chairmen or the Supreme Council Department of Fraternal Services and ask for a Squires Inquiry Kit.

Insurance

Another way to increase membership is by stressing the family benefits of Knights of Columbus insurance. Always promote the Order's insurance program, which is operated solely for the benefit of its members and their families. Knights of Columbus insurance provides members and their families with financial protection and allows them to know where their money is going and what it's doing. With over \$41 billion of insurance in force, we have the financial muscle and organizational framework to recruit new members and to provide caring protection for these brother Knights and their families. Help us to help other men discover the benefits of our insurance program.

Fourth Degree

Promote membership in the Fourth Degree. The Fourth Degree can best demonstrate the pride that is inherent in the Knights of Columbus. These members dedicated to the cause of patriotism, are some of the most visible Knights since they wear the formal regalia while participating in special civic and religious ceremonies. Urge Council members to "reach higher" and "Go for the Fourth Degree." Help them achieve the Fourth Degree, with its proud and visible heritage.

The Retention Letter

The following is a sample letter that explains the dues billing and suspension processes to a member in jeopardy of being suspended. Its purpose is to explain the process to delinquent members and make them aware of what happens during this process. This, hopefully, will forestall undue member concern over a sudden increase of attention noted through Retention Committee visits, phone calls from District Deputies, and letters from the State Deputy and the Supreme Knight when the member receives a second or third notice.

It is recommended that this letter be retyped on your Council stationary under the signature of your current Grand Knight. Because of its length, you may wish to revise the letter so it will fit on one side of a single page. This is permissible; however, it is important that the details pertaining to the billing and suspension procedures remain basically unaltered.

Once typed, the letter should be reproduced and the copies supplied to the Financial Secretary. He should be instructed to include a copy with each "SECOND NOTICE" mailed to delinquent members.

Every attempt should be made by the Grand Knight to make this letter as personal as possible. If time permits, draft each letter separately keeping the particular member in mind, address the letter to the member by name, state how he has contributed to the Council in the past, and list activities with which he has been involved. Try not to have the letter sound as if you are just going through the motions required by the State Deputy and the Supreme Knight. If you want this Brother to remain a Knight, be willing to go the extra step and make him feel welcome -- that you and the Council really do care about him. This is an example where the Grand Knight can use the Trustees and Past Grand Knights by enlisting their help to make the contact with the delinquent member as personable as possible.

If there is still no response from the member in payment of dues, the "Knight Alert" letter, signed by the Grand Knight and the Trustees is sent. The "Knight Alert" letter is sent between the first and second month of delinquency and prior to the member being sent the "Notice of Change of Status" (Form #1845).

Sample Retention Letter

COUNCIL LETTERHEAD

Dear _____:

You are valued and important, however something is wrong. Accompanying this letter is a Second Notice requesting payment of your dues. The prospect of losing you as a member concerns us. The Council Retention Committee will contact you and determine if any financial or personal problem exists which may prevent you from paying your dues and remaining an active member of this Council. The Supreme Council does grant Grand Knights some leeway in reducing the burden of paying dues, and in certain cases, forgiving the payment of dues. If in your case a financial problem exists, I urge you to discuss it (in strictest confidence) with either the Retention Committee representative, our Chaplain, or myself. I'm positive that we will be able to make a satisfactory arrangement with you for payment of your dues. If there is a problem of another nature, please remember that we cannot help resolve it unless we know about it. Please feel free to discuss it openly and in the same confidence with the Retention Committee representative, our Chaplain, or myself.

When delinquent dues are not paid within thirty-days after the Second Notice is mailed, the Financial Secretary is required by the Supreme Council to send you a third and final notice (Notice of Change of Status). This notice gives you thirty more days to pay your dues before suspension procedures are initiated. The Supreme Knight and State Deputy will send you a letter encouraging you to remain in the Knights of Columbus by bringing your dues up to date and becoming involved in the Council (dependent on your personal commitments). The District Deputy in this area will personally contact you if possible. He is required to determine if a specific problem has caused your delinquency and then recommend to the Grand Knight and the State Deputy whether or not suspension procedures should be started. As you can see, a number of your Brother Knights are now involved and their efforts centered on helping you to be retained as a member in good standing in the Knights of Columbus.

If you should find it impossible to remain in the Order at this time, I sincerely hope you'll consider returning as an active member sometime in the near future.

In conclusion, I hope you found this letter to be both informative and helpful. But, even more so, I hope that it has inspired you to continue your membership in the Knights of Columbus by bringing your dues up to date. You are very important to us and we do want to retain you as a member in good standing in our Council. If you have any questions, please feel free to call me at (GK's home phone _____) or, better still, come and see me after the next Council meeting, which will be held on _____.

Fraternally yours,

(Grand Knight's name)
Grand Knight

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Appendix D -- Insurance Promotion

As a fraternal benefit society, the Knights of Columbus maintains an insurance program for the protection of its members. Our life insurance, retirement annuity and long term care programs are of sufficient scope and flexibility to meet almost any conceivable need.

This insurance program is operated solely for the benefit of its members and their families. Thus it is in a position to offer a variety of insurance certificates comparable to policies sold anywhere -- and at competitive premiums. It provides members and their families with financial protection and allows them to know where their money is and what it's doing.

With over \$66 billion of insurance in force and over \$12 Billion in assets, our insurance program gives us the financial muscle and organizational framework to recruit new members and to strengthen the loyalty and dedication of those within our fold. Throughout the Order, our insurance and fraternal aspects must be blended into a smooth-working team. Such is the task of the Grand Knight and the Insurance Promotion and Membership Chairmen.

The General Agent and Field Agents are integral parts of the Council's membership and retention campaigns. Their expertise regarding the fraternal benefits of our Order and their knowledge of the members of the Council are invaluable. Use these professional assets to the fullest.

The Massachusetts State Council offers the "**SHINING KNIGHT**" AWARD as an incentive and recognition for newer members recruiting one new member. To obtain one of these awards, provide your District Deputy the name, Council number and number of members recruited. He will contact the State Council in person, by phone, by note or by email. (See Appendix H)

Appendix E -- New Council Development

Shortly after the founding of the Order, Father Michael J. McGivney wrote a letter to every pastor in the Diocese of Hartford, which then encompassed all of Connecticut. He asked his fellow priests to “exert your influence in the formation of new Councils in your parish.” Thus showing that Father McGivney saw new Councils as the best viable means of growth and expansion for the Order, and that new Councils should be parish-oriented.

Today, we are still pursuing Father McGivney’s dream of one Knights of Columbus Council in every parish. We have done well in Massachusetts, but there is still a long way to go.

The development of new Councils is primarily the responsibility of the District Deputy, with the assistance of the State Council’s New Council Chairman for each Diocese.

Appendix F -- Sample Pulpit Announcements

Pulpit Announcement #1

The Knights of Columbus are conducting a membership campaign throughout Massachusetts (or City, Parish) today. This is part of a (national, state, Council) program to familiarize Catholic men over the age of 18 with the Knights and their contributions to our Church and community.

Qualified men of the Parish who may be interested in learning more about the Knights of Columbus are asked to:

- Complete the prospect card that is being distributed at all Masses today
- Return the card to the ushers or to our representatives in the back of the church

Knights will be available after Mass to answer questions and provide additional information.

Pulpit Announcement #2

Over 500 years ago, Christopher Columbus sailed beyond the horizon and changed the world forever. These days, there's a group within our parish that takes their inspiration from Columbus and is also changing things for the better.

What they do isn't as dramatic as Columbus' discovery, but our Knights of Columbus members are working to assist our parish community, making the world better for the less fortunate, celebrating family life and friendship.

To be as effective as possible, we need new members. That's why our Knights of Columbus (name of Council) Council (Council number) is conducting a membership campaign.

Membership is available to all Catholic men in the parish over age 18, who may be interested in discovering what the Knights are all about. Please complete the prospect card that is being distributed at Masses today. The card may be returned to the Knights of Columbus representatives at the membership tables located at the exits following Mass today. Men who are presently Knights of Columbus may wish to suggest the name of a friend or relative as a prospective member. Discover the world of good things in the Knights of Columbus. Join today!

Pulpit Announcement #3 (Open House)

The Knights of Columbus (name) Council is please to announce an information "Open House" program on (day), (date), (time), at (location).

The Knights of Columbus is made up of Catholic men and their families - husbands, wives, children, widows, college students, and religious. The Knights sponsor retreats, vocations awareness programs, ecumenical meetings, "Keep Christ in Christmas" campaigns, community service projects, socials, activities for youth and family, and more. (List samples of specific activities your Council's performs).

This short program will include the availability of Council members to answer questions about the Knights of Columbus's goals, interests and activities, and how they benefit all members. Interested men and their families are invited to attend this Knights of Columbus Open House on (date and day) at (location and time) to learn more about the Order. For more information, contact (name and telephone number).

Pulpit Announcement #4 (Honor A Member)

Like their namesake, the accomplishments of the Knights of Columbus on behalf of God and country are known all over the world. Knights give of themselves with no thought of credit. But every so often, it is a pleasure to be able to single one man out for thanks.

Right now, (name of Council) Council (Council number) is conducting a membership drive to honor (honoree's name). In making this announcement, (Grand Knight's name) Grand Knight of the Council explained that (honoree's name) had been selected because of (list of achievements and reasons for selection).

To help others discover the Knights of Columbus' good works and support for the Church and our community, it's important that the Order have new members.

We hope all men and their families in the parish will consider discovering membership in the Knights of Columbus. Members of the Knights of Columbus will be available after all Masses to answer questions and accept applications for membership.

Appendix G -- Training Outline

It is important to provide periodic refresher training for all members who are interested in, or involved with, Membership activities of any sort. We need to arm our recruiters and retention committees and remind our Brother Knights in general as to what the Order is all about. The following outline is suggested as a starting point for items, which will enhance the membership activities for your Council. Please feel free to expand upon this outline and tailor it to your specific needs. Again, we emphasize that the Membership team is here to support the District Deputies, Grand Knights, and Council Membership personnel so that we can have a successful and educational membership program throughout the jurisdiction of Massachusetts. When training is provided on the Council level, we encourage you to address the following elements of the Knights of Columbus:

History of the Order: (including significant achievements)

- Supreme Officers and Board of Directors
- State Officers and staff hierarchy
- District Officers and their tasks
- Council Officers and Program Directors

Council Programs: (Develop a list of activities your Council supports under each program area)

- Family
- Church
- Community
- Youth
- Council

State sponsored programs:

- Massachusetts Charity Fund
- Keep Christ in Christmas
- Vocations Committee
- Rosary Program

Supreme marketing materials and presentation techniques

- Brochures
- Video Tapes
- Posters
- Recruitment flip chart
- Two on one recruiting technique

Required and optional forms

- Form 100
- Form 4 (Fourth Degree)
- Admissions Questionnaire
- Council information requests

Degrees (lessons introducing candidates to the Knights of Columbus and our principles)

- First - Charity
- Second - Unity
- Third - Fraternity
- Fourth - Patriotism (eligible one year after joining Knights of Columbus)

Communications

- Columbia Magazine (Supreme)
- Knightline (Supreme Newsletter)
- Council Newsletter
- Massachusetts State Newsletter
- Telephone trees

Supreme Fraternal Services

- Insurance
- Retirement annuities/401K plans
- Educational funding plans
- Annuities
- Long Term Health Care

Recognition Programs

- Knight of the Year
- Family of the Quarter/Year
- Shining Knight Award (State Council incentive award)
- Very Important Proposer (VIP) Program

Membership Costs

- Initiation fees
- Council Dues/payment plans

Appendix H -- Shining Knight Award

After receiving his first degree, each member should be given a 'Shining Knight Award' card. Requirements of this award are:

1. Receive First Degree
2. Work on Three (3) Council Projects (Church, Community, Council, Family or Youth)
3. Meet with Council Field Agent
4. Recruit One (1) New Member (Two for Existing Member)
5. Receive Third Degree

The Massachusetts **Shining Knight Award** is offered to new members within their first year of membership and to those members who have been a Knight for greater than one year. The member who has been a Knight for greater than one year will need to have accomplishments 1 – 3 on the back of the **Shining Knight** card just as the new member, and sponsor **three** new members into the Order between July 1 and June 30. A member can only earn the award one time.

This information may be mailed or faxed to the State Council.

Your Guide to Implementing The "Welcome Back Brother" Program

Plan Your Approach. The membership director and Grand Knight should meet to determine a council goal, timetable and how to organize the effort to contact former council members and convince them to rejoin.

Review Former Member List

The membership committee should examine the " Former Member " list forward from the Supreme Council office to your financial secretary in September to assess the total number of prospects and to determine the extent of the task ahead. (An additional copy of the list is available by request through the Department of Fraternal Services.) The list identifies all former members of your council who have been suspended or have withdrawn. The "Type" column indicates former associate or inactive insurance member status. Delete former members who no longer meet the eligibility requirements for membership. Use council records to supplement the Supreme Council list and to provide updated addresses. Asterisks (*) preceding the addresses on the report identify mail returned to the Supreme Council office, indicating a possible incorrect address.

Design Your Program

Decide what approach or event will be most successful at convincing former Knights to return. Consider options such as: Open House program exclusively for former members; " Welcome Back Brother" council celebrations or receptions; Super Bowl or Founders' Day parties, a council anniversary or other festive Event. Personal visits from recruitment teams. Plan approaches or events that will emphasize what the former member and his family have missed and that their return would be welcome.

Choose An Effective Means For Contact

Whatever the event or approach you've chosen, you need to reach your former member audience, and more than once. Use any or all of the following methods: Personal letters on council letterhead, telephone contact, personal invitation from friends in the council or the original proposer, visits by recruitment team.

Order Supplies

The Supreme Council Supply Department can provide the posters, flyers, videos or other recruitment aids available for committee use. Order sufficient quantities early.

Create Incentives

Develop an incentive program (dinners, gift certificates, and council recognition) to motivate recruiters/teams. Promote Supreme Council awards or create your own council incentives.

Assign Names To Recruitment Teams

Divide the "eligible" former members among the council's recruitment teams. Outline the timetable, during which all program steps should be enacted, realizing all membership reinstatement, readmissions, reactivation and reapplication must be received processed and

recorded at the Supreme Council office by June 30, 2004 to be eligible for credit toward the Father McGivney Founders' and the Star Council Awards.

Coordinate Activities Around Major Degree Dates

Plan your "Welcome Back Brother" program activities so members who rejoin can take their 2nd and 3rd Degrees as quickly as possible (if needed). Determine when Major Degrees are planned, and coordinate your "Welcome Back" program to take place shortly before those Degrees are conducted. Former members rejoining the Order are not required to retake their Degrees.

Make It Happen

Implement the plans you've made. Order the materials, write the letters, make the telephone calls, host the Open House or other event and invite families to rejoin.

Follow Up

Periodic follow-ups are the responsibility of the membership committee. The membership director and committee members should make certain every eligible former member is personally contacted.

Complete The Paperwork

Once a former member has agreed to rejoin, don't make him wait. Immediately complete a Form 100 Membership Document that will make it official and hand deliver it to your financial secretary for prompt processing.