



**“The heart of a volunteer is not measured in size, but by the depth of the commitment to make a difference in the lives of others.”**

**-- *DeAnn Hollis***

**“Membership means never having to say you're sorry... for not having joined.”**

**--*Leonard Robert Davids***

# **MEMBERSHIP POWER**

***A Membership Development Manual***

## FEW Membership Development Manual

### PREFACE

This manual contains a wealth of knowledge taken from many former National Officers, and in particular, those serving as Vice President for Membership and Chapter Organization including Jeni Bungert, Marion Stevens and Ellen McKenzie. It is a collection of membership documents and ideas from several sources. Many chapters also contributed some of their best ideas.

A special thank you to Valerie Stringer, Linda Fresh, Lesly Galloway, Debbie McGinnis, Elaine Welcher, Bernice Waller, and Maggie Gaukler for serving on the 2006 MEMBERSHIPower Review Committee.

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Thanks to all for your contributions and enthusiasm.



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## INTRODUCTION

The purpose of this Membership Development Manual is to provide regional and chapter officers and membership chairs with a comprehensive working guide on effective membership recruitment, retention, and reclamation so that Federally Employed Women (FEW) may continue to thrive as an organization to take action to end sexual discrimination in employment, increase job opportunities, and further the potential of all women in government service.

Membership development includes prospecting, recruitment, orientation, participation, leadership, services, retention, and reclamation. This manual addresses these areas by incorporating the expertise of FEW leaders, successful regional and chapter programs and activities, and members from around the world. Members with varied FEW credentials, from top leaders and staff to some of the smaller size chapters, participated in the development of this publication. Through surveys, correspondence, personal calls, and review of the final text, members contributed their best ideas and suggestions. Their expertise is an integral part of this document.

Although many members, regions, and chapters were contacted during the development of this manual, many more ideas exist which must not go unpublished. This manual is intended to be a living document. For FEW to prosper, it is essential that successful ideas and techniques be shared. Any information which may help another chapter define, develop, implement, or enhance its membership programs should become a part of this manual. Send your ideas to:

Federally Employed Women  
1666 K Street, NW - Suite 440  
Washington, D.C. 20006-1242

Attn: Becky Fasulo, Vice President for Membership and Chapter Organization  
(RE: Membership Development Manual)

This manual is not the end product; however, it is a foundation for individual local chapter growth, participation, volunteerism, leadership development, and an opportunity for highly skilled people to contribute their ideas to this very progressive program. The work you accomplish today builds a foundation for tomorrow. Use this manual to achieve extraordinary results and build the foundation for your chapter's future.

## **PURPOSE**

FEW will be operated exclusively for the charitable and educational purpose of taking action to end sex discrimination in the federal government. Specific activities which will be undertaken to further this purpose will be to:

- increase opportunities to advance the potential of women in government service;
- improve the merit system in government employment;
- assist government employees and applicants for government employment who are discriminated against because of sex;
- develop and provide training programs which enable women to increase their skills and enhance their potential for career advancement, which address the special needs and problems of women in government;
- educate the public and policy makers about issues of general concern to women with emphasis on issues concerning women in government service; and
- do all things necessary and proper to accomplish this purpose without discrimination because of gender, sexual orientation, race, color, age, marital status, national origin, political affiliation, religion, or disability.

## LEADERSHIP COMMITMENT



FEW's leadership can guarantee the success of member participation and involvement by its commitment to membership development as the foundation of the organization. The leadership, by its words and deeds, creates an environment that naturally promotes and encourages the value of membership in FEW. From chapter, regional and National officers and committee chairs, all leaders play an important role in membership development.

Officers set membership goals at all levels. By sharing the responsibilities of membership development with others, the leadership validates the importance of participation in FEW activities. It is the responsibility of each and every FEW leader to make membership development a declared commitment and visible priority.

Members are critical to the continuance of the organization. Membership development impacts every aspect of FEW's programs and activities. Commitment to membership development must be spoken and demonstrated by all FEW leaders, even those not directly accountable for membership results. Membership goals should be specific, and leaders should follow through on these goals.

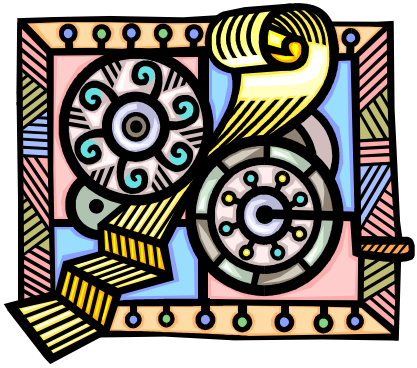
Leaders must promote membership development and address its influence on every committee's goals and objectives. The critical relationship of membership development to the long-range plan; compliance, training, and legislative programs; and public relations and diversity awareness committees must be consistently reinforced.

Chapters should develop annual written plans to train membership chairs, and committee members on membership development; promote FEW to chapter members; expand public recognition of FEW; and recognize membership development as an important organizational function.

Chapters should also recognize members who assist in membership development efforts; publish a list of new members in each newsletter; identify and thank renewing members; publish dates for meetings; and invite all members to attend and get involved.

Successful leaders are never restricted by the way things "were," nor are they confined to the way things "are." Leaders always look for people who can help accomplish goals in the most efficient and satisfying way possible. Every chapter and region is full of leaders. Leaders are members committed to the growth and excellence of FEW.

Involve new members early in FEW operations at every level. Today's new members are tomorrow's leaders.



## **ROLES AND RESPONSIBILITIES**

### **Membership Chairs and Membership Committees**

The primary function of the membership committee is to develop a recruitment, retention, and reclamation plan that identifies and promotes the benefits of membership. An additional function is to develop a sense of responsibility and commitment to membership growth, development, and participation among all FEW members.

Every member must be responsible for contributing to the organization in his or her own unique way to ensure the future of FEW as a voice for women in government service. There is a “membership job” for each and everyone based on their desires, talents, skills, and abilities.

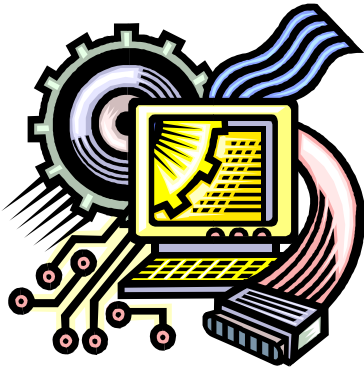
Membership development offers many opportunities for participation. At least one person in each chapter and region must be accountable for membership development. This person chairs the committee tasked with membership development.

The National Vice-President for Membership and Chapter Organization (VPMCO) works with the National Board of Directors, the National Executive Committee, and regional and chapter leaders and membership chairs to plan membership development strategies for FEW, identify membership problems and solutions, and brainstorm effective recruitment, retention, and reclamation methods.

The National Communications Chair works with the National Board of Directors, the National Executive Committee, and regional and chapter representatives to implement FEW’s annual Communications Plan. This plan will work to ensure effective communications at all levels of FEW.

Membership committee responsibilities include:

- Compiling and maintaining names of potential, current, and inactive members
- Following up on contacts and with new members
- Maintaining awareness of and addressing member questions, problems, or issues
- Designing and assisting in recruitment, retention, and reclamation activities
- Educating the membership and contacts about FEW, its services, and the benefits it offers
- Encouraging member participation and involvement
- Generating stability for FEW by assisting with administrative workflow and promoting active membership at every level



## POLICIES AND PROCEDURES

### MEMBERSHIP CATEGORIES

As defined by the National Bylaws and National Policy and Procedures Manual, the membership consists of individuals who support the purposes and ideals of FEW and who pay membership dues. Membership falls into several categories:

**Regular Member** is defined as any person who is an employee of the United States federal government, the District of Columbia government, persons retired from the federal government, military personnel, and government contractors and who subscribes to the purposes of the organization or any person outside these parameters who supports the goals of FEW.

**Chapter Member** is a regular or lifetime member who has affiliated with a particular FEW chapter by paying annual dues to that chapter.

**Dual Membership** may be held by any member who wishes to belong to more than one chapter. Membership policy provides for Dual Membership at the chapter and regional levels.

The member must pay dues to each of the chapters (s)he wishes to join; however, National dues will be paid only through the primary chapter designated by the member. Membership will be reflected and credited only on the National roster of the primary chapter.

**Lifetime Member** Any member is eligible to become a Lifetime Member of FEW upon payment of a one-time Lifetime membership fee to the National office, after 5 years of consecutive membership. This fee is set by the National Board of Directors and entitles the individual to continuous membership in the National organization without further payment of annual dues. Lifetime Members are recognized with a plaque and a permanent gold membership card.

**Honorary Member** is an individual who has been identified as an advocate of the goals and purposes of Federally Employed Women. Honorary membership may be granted at any level of the organization.

At the National level, an Honorary Member must be selected by a 2/3-majority vote of the National Board of Directors. Terms of honorary membership are one year. The honorary member is exempt from paying annual dues, but may not hold office or vote. Similar restrictions apply to Honorary Members at other levels of the organization.

Honorary membership may be bestowed at the regional level by vote of the executive body of the region for a period of one year. The region must pay National dues for the member each year. Honorary membership may be bestowed at the chapter level by vote of the executive body of the chapter for a period of one year. The chapter must pay National dues for the member each year.

## DUES STRUCTURE AND PROCESSING

National dues are set by action of the National Board of Directors. Regional dues may be assessed at the discretion of the individual region. Each individual chapter determines its local dues. Dues at all levels are assessed on an annual basis.

Each chapter will determine policy for Lifetime member dues. The chapter may assess dues to all its members; it may choose to offer Lifetime chapter membership by assessing a one-time fee or the chapter may choose not to assess chapter dues to Lifetime members. Lifetime chapter dues shall only be offered to lifetime National members.

It is the policy of the organization to require dues payment in full before payments are processed. A member is not eligible to run for office until dues are paid in full. They must be a member in good standing to run for office and a partial dues payment does not constitute paid in full or good standing

The FEW membership year is March 1 to the last day of February. New members joining the organization during the year shall have their membership application fee prorated according to the month the fee is submitted. The renewal date for all members shall be March 1 each year.

New members receive membership information along with a permanent membership card directly from National FEW.

Individual member renewal invoices are prepared in January. They are sent via email to chapter presidents for processing. The chapter treasurer or other designated officer should enter the total amount due (National, regional and chapter dues) on the individual member's invoice. The invoice should be completed with the name and mailing or delivery address of the chapter (so members know where to return payment) and should be distributed to members immediately.

Dues must be forwarded promptly through the chapter treasury to the National FEW Membership Post Office Box (lockbox). In every case, dues must be submitted to national no later than 30 days after receipt from the member. Renewing members receive a renewal notification card with an updated membership expiration date.

All membership dues must be submitted for processing to the FEW Lockbox:

Federally Employed Women  
Membership Processing  
P. O. Box 75551  
Baltimore, MD 21275-5551

Members whose dues are two months in arrears (unpaid by May 1) will be placed in a "suspended" status. Members whose dues are four months in arrears (unpaid by July 1) will be purged from the active file and moved to an inactive file. Chapters are encouraged to follow up on delinquent dues at the local level.

NOTE: In the future the ability to join and renew online at FEW's website will change some of the information above. If a new member chooses to use FEW's web-based membership application process, (s)he must pay dues via credit card. See the document **Processing**

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**Membership Dues** for more information. Copies may be obtained by contacting the Vice President for Membership and Chapter Organization.

## MEMBERSHIP DEVELOPMENT



### Developing a Plan for Membership Growth

Membership growth does not “just happen” in any chapter. It is essential that the chapter define long-term goals and develop a long-range plan to achieve those goals. Select one or two tactics; for example, a membership drive conducted on-site at the agency or a presentation for the local Federal Executive Board—, and implement the selection for a year. At the end of the year, review the effectiveness of the tactic(s) and decide to continue or discontinue its/their use. Repeat this process until the chapter has an arsenal of tactics which have proven to be effective. Some tools are more effective for new chapters while others work better for more-established chapters. Some projects are too cumbersome for a small chapter but work very well for a larger one. Try them out, decide what works for your chapter, and share your successes.

There are three important areas of emphasis for continued growth in membership: recruiting, retaining, and reclaiming FEW members.

### RECRUIT

In general, new members are excited and enthusiastic about the organization, and their enthusiasm is contagious. New members’ perspectives encourage the chapter to rethink processes and redefine goals to keep the chapter vital and relevant.

Recruiters must remember that the prospect does not share an existing member’s experience of FEW, so questions, concerns, and objections should be expected. Recruiters must listen for the prospect’s needs and speak to the value of membership. Objections are actually clues about the prospect’s needs and allow the recruiter to satisfy those needs with FEW’s benefits.

The key to successful recruitment is to DO IT! Each chapter has the resources for some level of recruitment activity; it is simply a matter of talking with people about FEW. The personality and commitment of the chapter members provides the impetus for the recruitment effort to succeed.

Identifying potential members is not as obvious as one might think. Is FEW just for federally employed women? What about men? How can others who support the goals and purpose of FEW benefit from and contribute to FEW? Who does FEW serve? Address these questions when assembling a prospect list. Many methods are available to collect prospect information, but most important is the personal contact information that includes name, street address, email address and telephone number.

There are many types of prospects available for membership in FEW. Although most will come from the federal sector or the District of Columbia (civilian, military or contractor); any person who supports the purpose of FEW, actively employed or retired, is eligible for membership in FEW.

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Prospects for Honorary membership include persons who have shown courage and leadership in furthering the causes of women; persons whose activities have been outstanding and consistent with the purpose of FEW, or who have assisted FEW in an outstanding manner.

The best source of prospects is active members who are committed to the chapter's development. Every member knows at least one person who can benefit from membership in FEW.

It is important to record each contact to ensure that each prospect receives the proper information and encouragement to join. Monitoring will also record the membership committee's accomplishments in prospecting and recruiting.

There are two components to successful membership recruitment: visibility and persistence. You have to let prospective members know you're there, and let them see you're doing something!

The greatest obstacle to increasing membership in a small or recently chartered chapter of FEW is the lack of visibility in the area from which members are drawn. Established chapters face a different obstacle: they need to be able to demonstrate the benefits of membership to potential members.

In both cases, chapters should select activities which increase the visibility of both their chapter and the organization. Examples of such activities include scheduling a presentation to the local Federal Executive Board, planning and hosting an event in conjunction with the agency's Federal Women's Program Manager, Special Emphasis Program Manager, or other organizations sharing FEW's goals such as FEW's partners in the National Coalition for Equity in Public Service (Blacks in Government, National IMAGE, The Federal Asian Pacific American Council, and the Society of American Indian Government Employees), sponsoring a fund raiser or performing a community service activity. Chapters should also consider hosting a table display or an exhibit at agency or local area events.

One chapter plans a "recruiting luncheon" with a speaker, which is held every year during the month of March. Members plan that event into the annual calendar, and even though chapter officers change from year to year, the pattern is established and easy to maintain. No time is wasted re-inventing the wheel with each new administration. An added benefit is that agency employees and management may plan more effectively and provide stronger support when an event is held regularly.

Do not be afraid to change an event that has become tired or is no longer effective. Replace an annual membership drive with a mailing to new employees every month or replace the usual one-day training with a weekend retreat event. These changes may spark new interest in potential members and current members as well.

The basis of an effective recruitment plan is the answer to these questions:

1. Why join FEW? What does the organization have to offer me?
2. What contribution can I make to the organization?
3. What contribution is FEW making to the federal community?

A successful plan will contain events that provide these answers to the pool of potential members. Make FEW an indispensable part of the work environment. Make membership in FEW such an essential a part of the workplace that no one would consider passing on this

opportunity. Always remember that a potential member wants to know how FEW can improve her/his life. Demonstrate that FEW fills a need, and strive to establish a good working relationship with the federal community represented by the chapter membership.

### **RETAIN**

Retaining members is important. The continuity gained when an experienced leader steps into a support role while a less-experienced member assumes the leadership is irreplaceable. Retention is an ongoing process of membership development. Never assume members will automatically renew; the services and benefits of membership will influence a renewal decision. The quality and quantity of participation and communication by the leadership is also vital in promoting membership retention.

Studies of various national member associations reveal a direct correlation between member renewals and their participation in a new member orientation and their participation in the organization's progress. Everyone wants to be included in a group (s)he joins; the extent to which each member experiences this inclusion affects the renewal of memberships.

Recruit responsibly and follow up with all recruits. Recruitment may take various forms. No matter what method is used, the organization must be fully aware of "how" members are recruited—recruitment impacts retention.

Ensure sufficient opportunity for member involvement and participation. FEW wants more than just members—the organization needs participating members. Matching member skills and abilities to appropriate tasks gets members involved and helps them realize the full value of membership.

Ensure that services meet the needs and expectations of all members. The goods and services available through FEW are geared to the federal employee; some members, however, may be non-government employees or retired persons who support the purpose of FEW. Their needs and expectations may be very different from the needs of government employees. It is essential that services fulfill the needs of all members.

Ensure that FEW training is accessible to all members. Timely orientation of new members is critical to retention. It is also a common misconception that veteran members are familiar with all the services of FEW. It makes good sense to include all members scheduled for renewal in orientation sessions. In particular, chapters should provide training annually in FEW's four focus areas compliance, diversity and legislation.

Tailor communications to apply to all members. Acknowledge new and renewing members, and publicize the names of those members who have been lost from the chapter. Highlight various member groups (members of the military, non-government members, managers, clerical members, etc.) and evaluate activities to ensure that they encourage participation from all members.

Recognize renewing members; thank them for their continued support to FEW, and acknowledge each person's value to the organization. Recognition motivates members to participate.

Remember and recognize retired members, life members, and members who have moved out of the area served by the chapter or the region.

Recognize member efforts toward retention and reclamation as well as efforts toward recruitment. A successful membership development plan includes prospecting, recruitment, orientation, participation, leadership, recognition, communication, and retention. Each area deserves recognition.

Renewal paperwork and payment plans must be simple and convenient for all members. Provide sufficient notice prior to the renewal date to ensure that there is no interruption in membership and membership services.

### **RECLAIM**

The pool of former chapter members is a great place to look for current members. They may provide insight to some of the root causes of a decline in membership. The region's list of members-at-large, ordered by state, is distributed to the regional managers at regular intervals by the National Vice President for Membership and Chapter Organization. It is also available to individual chapters on request.

As much effort should be made to reclaim former members as to recruit new members or retain current ones. Institute a program to contact and reclaim as many former members as possible. Keep records on members electing not to renew. Determine why the former member did not renew. Their reasons may provide valuable information and ideas for program input and implementation.

If the reason given is organizational rather than personal, investigate and evaluate the situation, then take action to correct the problem whether or not the former member re-joins. Many of the reasons for not renewing membership are temporary in nature. If former members have been absent for over one year, it is likely that the reason they chose not to renew has changed. They may be waiting for a chance to re-join. Give them the opportunity to return to FEW!

### **Orientations**

The primary intention of New Member Orientation is to welcome recent members to FEW and introduce them to the members of the chapter and the region to which they belong. The activity is designed to describe the value and/or benefits of membership at all levels of the organization. It also provides an opportunity for renewing or returning members to participate more fully in the organization's growth and in the development of its members and the realization of its purpose.

The orientation activity may be formal or informal to best fit the personality of the chapter or region, and should encourage both communication and individual involvement. It should provide information on FEW programs and services as well as member benefits, and should gently persuade members to actively participate on committees and in projects and events. It should provide an open forum for the exchange of ideas and information, and should serve as a springboard for establishing, promoting, or restructuring chapter and regional programs.

There is no blueprint for New Member Orientation, but several chapters have provided ideas and suggestions as to program format, organization, and agenda preparation. They are included in the Appendix section of this manual.

## MEMBERSHIP RECRUITMENT STRATEGIES



### MEMBERSHIP DRIVES

Every FEW chapter should reflect the demographics of the area it serves by actively recruiting a diverse membership: men as well as women; persons from all occupations and career strata; persons with a variety personal and professional interests; persons from all levels of government and all military and civilian grade levels, contractors etc.

National FEW has actively developed working relationships with other organizations, both government and non-government, that have similar goals and objectives. Regions and chapters have cultivated comparable agreements with organizations in their respective areas. Make the most of these agreements; they can be viable recruitment tools. Invite FEW partners and other groups to participate in FEW activities.

Membership drives provide an opportunity for the entire membership to concentrate on the development of the organization. Drives can be designed for implementation in various ways, utilizing best planning, promotion, training, leadership, and communication practices and promoting member participation across the board.

Successful membership drives are built on five basic management principles. Implementation of these principles is as varied as the number of membership development activities conducted by the chapters and regions in FEW.

1. Plan — Determine the type and scope of the drive to be conducted. Check the calendar! Ensure that there are no conflicts or competition with other member activities. Also ensure that your membership drive dates coincides with the award submission dates for National and Regional membership awards.
2. Organize — List the actions that must be accomplished and identify the parties who will have responsibility for carrying out each one. Set specific goals for the drive and communicate them to the members.
3. Staff — Prepare and train participants as necessary.
4. Direct — Monitor activities as needed. Communicate regularly with both participants and leaders to maintain momentum and stability.
5. Evaluate — Encourage feedback from all participants. Review the activity and assess results, both positive and negative.

A sixth principle should never be overlooked:

6. Acknowledge every person who participated in the activity, and thank those who contributed to the effort. Ensure that participating partner groups receive written acknowledgement of their participation, and communicate the contributions of individual parties to their group's leadership.



## MEMBERSHIP CONTESTS

Membership contests are intended to encourage the recruitment of new members. Some regions and chapters conduct membership recruitment contests. Some may conduct member retention and reclamation contests as well.

National FEW conducts a membership recruitment contest every year for the period June 1 through May 31. The contest is open to all FEW members. Members of the National Board of Directors, however, are ineligible for contest prizes. The Vice President for Membership and Chapter Organization is responsible for overseeing the contest and maintaining a tally of recruiters and their recruits. Winners are notified at the close of the contest period and receive prizes and public recognition at the National Training Program (NTP) in July.

National contest rules can be adapted for implementation at regional and chapter levels. The Membership Application Form must:

- Include the name of the recruiter at the time of submission;
- Be postmarked within the contest dates to apply to the current contest year; and
- Be completed and submitted with payment to either the FEW Lockbox, or online.

Membership application forms are available from the National Office and the FEW website at [www.few.org](http://www.few.org)

**“Unless someone like you cares a whole, awful lot. Things aren't going to get better, they're NOT!”**                      -- *Dr. Seuss, The Lorax*



## MEMBERSHIP MATERIALS

FEW provides a variety of publications to assist in membership recruitment and retention, including posters, brochures, and small gift items. Most are available free of charge while others are provided at a nominal cost. Availability and price are subject to change, and order forms are available from the National office and the FEW website at [www.few.org](http://www.few.org).

**Membership Posters:** The membership poster is available from the National office. Measuring 8-1/2" X 11" and printed in blue on white, the poster contains much of the organizational information contained in the Federally Employed Women membership brochure and provides a space for advertising chapter meeting location and time.

**Membership Brochures:**

Membership Information (FEW's membership brochure) contains an overview of the organization and includes its four major program focus areas: Compliance, Diversity, Legislation, and Training.

Equal Employment Opportunity Employee's Guide furnishes basic information about discrimination in the workplace, identifies EEO rules, defines individual rights, and provides guidance on taking action against discriminatory practices.

Sexual Harassment—What You Need To Know addresses this continuing workplace issue and provides information to aid in its prevention or to take action against it.

Legislative Agenda contains a list of issues of concern to FEW presented with position papers and distributed to Congress each year to garner support for these issues during a specific session

A Handbook for Agency Visits assists in planning for and receiving agency support.

Federally Employed Women Values YOU...the Military Woman recognizes military members as an integral part of the federal workforce and provides information of specific interest to women in the armed services.

Diversity Works—Diversity is Like a Mirror: It Reflects Your Understanding details the implementation of the FEW diversity program at all levels of the organization.

FEW's News & Views, the organization's national bi-monthly newsletter, is available on the FEW website at [www.few.org](http://www.few.org).

A variety of National Training Program materials describe the annual training program and are updated and published annually.

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Other organizational publications available from the National office include three professionally prepared videotapes designed for chapter activities such as membership recruitment, agency visits, and chapter programs:

FEW's 35th Anniversary Celebration (VHS format—40 minutes) contains interviews and activities from the celebration in 2003, including the National Office Open House, Gala Reception, and the Legislative Breakfast.

FEW National Training Program (VHS format—10 minutes) highlights the 2003 NTP and contains interviews with NTP attendees at that event.

FEW Working for the Advancement of Women (VHS format – 18 minutes) tells FEW's story by testimonials/interviews and touches on all four of FEW's focus areas. It includes some footage from the 35<sup>th</sup> Anniversary Celebration and the 2003 National Training Program.

**“I don't know what your destiny will be, but one thing I do know: The only ones among you who will be really happy are those who have sought and found how to serve.”**

*--Albert Schweitzer*

## APPENDICES



**APPENDIX A: SAMPLE MEMBERSHIP DEVELOPMENT PLAN**

\*\*\* NOTE: The activities in this plan are included as examples only. \*\*\*\*

A good membership development plan should include:

Chapter name and Location:

Meetings held in the previous 12 Months:

Average attendance:

Current membership:

Target membership increase:

Conditions that may have caused membership to decline or may have impeded membership growth:

General apathy of current members who are burned out by overwork and need a break from service in the chapter.

Downsizing could mean that members and employees have other, more pressing concerns.

The chapter has not been effective in selling the organization in the agency or federal community.

Other conditions (these will vary depending on the specific chapter issues)

Strategies to address these conditions:

Propose a two-pronged approach to deal with burn-out: 1) attract new members and encourage each to participate; 2) renovate chapter programs to make sure they are valuable to all members.

Action Item: Offer discounted dues structure for new members who agree to participate as a member of one or more chapter committees.

Action Item: Prepare membership survey and distribute to all members. Ask for input on programs—which activities were valuable, which were not – and request suggestions for future program activities. Look into the free online survey tools that can be distributed via email, where responses are entered and tabulated online.

FEW has much to offer for those who are "downsized" and those left behind.

Action Item: Offer free dues for one year to current members who are caught in the "downsizing pit"—those whose jobs were lost or whose positions were downgraded. Note the Chapter must still pay national dues for the member when they are offered these 'free' dues.

Action Item: Plan a program to present local job opportunities both within and outside the federal sector. Bring in representatives of state and private placement agencies. Plan a hands-on workshop to update resumes, and other application forms and demonstrate online application processes.

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Action Item: Plan programs to deal with problems facing those left behind; examples are Coping with the Change, Doing More with Less, Effective Time Management, and Organizational Skills.

Select a high-profile project that will directly highlight the contribution FEW can make in the workplace.

Action Item: Begin planning for a chapter scholarship program. Begin with small grants for local one-day courses and work toward a college scholarship program. Several years may be needed to be fully implemented.

Action Item: Organize a chapter legislative information session that includes

- 1) Accessing the CAPWIZ website and learning about FEW legislative issues
- 2) Writing letters to Congress voicing concerns and/or support
- 3) Following up on responses

**“Volunteerism is the voice of the people put into action. These actions shape and mold the present into a future of which we can all be proud.”** *--Helen Dyer*

## APPENDIX B: MEMBERSHIP DRIVES: IDEAS AND SUGGESTIONS



Whenever a drive is scheduled, the chapter can maximize its awareness by placing information about FEW programs, benefits and philosophy in the chapter, agency, and community newspapers. Depending on where these publications are distributed, the FEW message will be widely communicated. Extra copies may be left in cafeterias, lounges, lobbies, libraries, grocery stores, community organizations, or resource centers; posted on bulletin boards; and e-mailed. Utilize FEW's National Communications Plan and work closely with the chapter public relations chair to boost publicity for the membership drive.

Try one or a combination of the following themes for membership drives:

- Telethons: mail an invitation (see sample letters) to join FEW and follow-up with personal phone calls.
- Membership "Open Season": schedule a membership drive during FEHB open season and offer assistance to prospects on choosing a health plan.
- Political events: sponsor speakers or forums on political issues affecting federal workers in a local community room. Promote the event publicly and recruit non-members to attend. NOTE: Most government facilities do not allow candidates to speak on government property during an election year. This is viewed as an endorsement of the candidate.
- Open house: invite former/inactive members to an informal activity. This allows former members to re-enroll in a social and non-critical atmosphere.
- Seminars: conduct free, public workshops highlighting federal employment issues, NSPS- pay for performance, retirement, Social Security issues, etc. Recruit prospective members from registrations.
- Special guest meetings: every member invites an eligible member to an important chapter meeting featuring medical, legislative, or personal development issues. Every member who participates receives an incentive award.
- Community fairs: establish a FEW booth to promote membership and service to non-members at the event.
- Spouse/family member enrollment campaign: design social events to attract spouses/family of current members.

Appreciation for a job well done is a courtesy everyone deserves. A simple "thank you" goes a long way toward encouraging member participation. Participant recognition is critical to the success of an activity since it promotes continuous volunteer involvement. All contributions to the membership effort should be acknowledged. Recognition must be broad in scope and sensitive to the personality of the membership.

**Sample letter for a recruiting letter-writing campaign and/or telethon**

[Date]

[Inside Address]

Dear Ms./Mr.

On behalf of the President, the Executive Board, and the members of the \_\_\_\_\_ Chapter of Federally Employed Women (FEW), we extend an invitation to you to become a member of our organization. We welcome both female and male members as well as non-federal employees who support FEW's objectives, and would appreciate your support in promoting our mission and goals.

FEW is a private, non-profit organization founded in 1968 to support the full implementation of the Federal Women's Program (FWP), a government program to enhance the advancement of women in government. FEW is the only national organization that works as an advocacy group dedicated to furthering the advancement of women in government. Its four major program areas are compliance, diversity, legislation and training.

FEW offers personal and career growth opportunities and provides exposure to unlimited resources through professional networks. Each year FEW sponsors a national program of quality training offered by the nation's top seminar and workshop providers, where courses are consistent with the leadership competencies identified by the Office of Personnel Management, and attended by a wide variety of government and other professionals. Participation in FEW programs develops experience that translates into valuable career skills and abilities, and provides an excellent forum for accepting challenges in a non-threatening and supportive team environment.

A membership application and dues information are attached and can be duplicated if you have friends or coworkers with whom you'd like to share this opportunity. Please feel free to contact me during the day at (\_\_\_\_) \_\_\_\_\_ or email me at \_\_\_\_\_ if you have any questions, or visit the FEW website at [www.few.org](http://www.few.org).

I look forward to meeting you at our next chapter meeting.

Sincerely,

Membership Chair

Attachments



## APPENDIX C: RECRUITMENT TECHNIQUES

### The Recruiting Message

The Golden Rule when talking to prospective new members is to promote the benefits of FEW membership, as well as the features of the organization, and to tie those benefits to the specific needs and interests of the potential recruit.

Ask people to join the organization and clearly communicate “what that means.” The more clear you are about the reasons for joining (like supporting the mission, getting involved, taking advantage of opportunities for development), the more successful you will be as a recruiter.

Articulate the benefits of membership (using the reasons why people may want to join).

Do not assume that people know about FEW or know that FEW is looking for new members. Be aware of the public image of FEW in your area and be prepared to counteract any historic misconceptions.

### **Why People Volunteer** (these ideas also apply to “why people join)

- To feel needed
- To share skills
- For a change of pace
- To help someone
- To gain leadership skills
- To get a change from being a leader
- To keep busy
- To learn something new
- For recognition
- To demonstrate commitment to a cause or belief
- For fun!!!
- To get meals, trips and other benefits
- To assure progress
- To feel good
- Because a friend or family member pressures them
- To learn something new
- To have an impact
- To do something with a friend or family member
- As therapy
- Because of their personal experience with a cause or problem
- To donate their professional skills

Sample recruitment conversation:

You meet a former co-worker at a public function. (S)he mentions spearheading a charity project for a local civic organization. (This person cares enough to get actively involved, so highlight the advantages of the local chapter network before describing other benefits of FEW.)

Your co-worker is impressed with the chapter contribution to the local community, but simply has no time to participate in another group. You certainly appreciate the time the prospect gives so generously for worthy causes, and point out that FEW’s organizational structure is perfectly suited to the needs of busy people. Meetings are conveniently located, and newsletters provide information at all organizational levels. Additionally, FEW protects a member’s ability to participate in community events by actively lobbying Congressional leadership to support legislation favorable to government workers.

In the course of the conversation, you:

- Appealed to your co-worker's need to be involved in meaningful activity;
- Uncovered a secondary need for more personal time while continuing to be involved;
- Satisfied that need with other features and resulting benefits of FEW membership (convenience of meetings and information);
- Identified a related need (the ability to participate); and
- Described the features of FEW that provide the benefit (lobbying efforts in pursuit of relevant issues).

Ideally, recruitment conversations follow a similar pattern. These conversations require that a member be willing to talk and listen on behalf of FEW to a prospective member. This technique may work best because it allows the recruiter to establish a rapport with the prospect using direct eye contact, a handshake, a pleasant smile, or an understanding nod. Response to the recruiting message can be determined quickly by observing posture, tone of voice, and facial expressions. These signs offer immediate feedback to the recruiter who may adjust the presentation accordingly.

### **Direct Mail**

In direct mail, prospects receive initial information about membership through printed material. Ensure that contact information (name, address, telephone number and email) is correct. Always follow up with a personal contact (face-to-face or telephone). Coordinate a mail campaign with a chapter event to provide a natural opportunity for personal contact. Respond promptly to any inquiry.

Include a membership application (with your chapter's name as well as contact and dues information). Select literature to fit standard size envelopes. Suggested promotional literature includes reprints of current chapter and regional newsletters and copies of *News & Views*, recruitment letter from chapter leadership and/or invitation to chapter events, FEW brochures and chapter pamphlets (with chapter contact information), or flyers.

### **Telemarketing**

Telemarketing is simply a systematic use of volunteers to place telephone calls to prospects during specific time periods. Its primary advantage is speed, especially when following written or face-to-face contact. Telephone contact is usually not productive when used alone; however, it can increase the effectiveness of a recruitment campaign when combined with other recruitment efforts. Telemarketing is especially useful in generating participation at chapter events since callers deliver personal invitations to attend. This method is especially effective if prospects receive advance, written information to prepare them for the call. Callers should be trained to anticipate questions and to respond pleasantly with appropriate information.



## APPENDIX D: DO'S & DON'TS FOR RECRUITERS

### DO:

- Always carry a membership application;
- Be a testimonial for membership;
- Relax—a friendly smile will help put the prospects at ease;
- Listen carefully to learn the prospect's interests and concerns;
- Watch for non-verbal communication (posture, eye contact, etc.);
- Encourage questions and be prepared to answer them;
- Invite interested friends, neighbors, acquaintances, co-workers, etc., to local chapter meetings or other events;
- Enlist the help of other members close to the prospect; and
- Once enrolled in FEW, help your new recruit find a niche!

### DON'T:

- Give up after one try;
- Disagree with a prospect; instead, concede their point (or objection) may be valid and offer additional information, which may alter their current perspective;
- Assume anything; ask questions instead;
- Plead with a prospect to join; the membership will not last;
- Belittle any government agency or other organization; speak positively about FEW and the members it serves;
- Be offended if a prospect declines your invitation to join; invite someone else or try again later;
- Argue, frown, or complain—or be discouraged by anyone who does;
- Keep smiling; and
- Be positive and keep recruiting!

**Life is never so busy that there is no time to serve. --Anonymous**



## **FEW—FEATURES & BENEFITS**

### **Legislative Issues**

FEW members lobby members of Congress to sponsor and support legislation and administrative regulations beneficial to federal workers and to oppose those that are not. Grassroots efforts organized through the local chapter network significantly impact the legislative process.

### ***News & Views* Newsletter**

Bi-monthly newsletter prepared and published by the national organization.

### **Chapter Activities**

Business meetings, training sessions, social interaction, mentoring, skills-building opportunities, professional development, and networking opportunities.

### **Local Chapters**

FEW chapters around the world provide members with a support network comprised of friends, co-workers, and others who share similar beliefs and professional goals and who have access to a wide variety of workplace issues. Local chapters address the special concerns of members in a specific area or region and contribute to their immediate communities.

**“To the world you may be one person, but to one person you may be the world.”**

*-- Anonymous*

## APPENDIX E: ORIENTATIONS



Orientations for new and renewing members encourage participation and communication and validate membership benefits by providing a quick, easy method of educating new members about FEW's mission, goals, objectives, programs, and services in an informative, upbeat, and relaxed social atmosphere. Orientations showcase the services and design of the organization, inform new and veteran members about the values derived from their dues, and acquaint the membership with FEW's stance on workplace issues and problems.

The format of orientation activities will vary depending on the personality, preferences, and resources of the chapter. If the chapter is small, orientations may be conducted on an individual or small-group basis. If group orientations are planned, the following examples for informal and formal sessions can be easily used or modified to suit the occasion.

Informal activities may include an "open house" where casual conversation includes the benefits of FEW membership; an "open house" with information stations to explain various services, activities, events and benefits of FEW, where members interact with the chapter leadership and browse through the tables of information; or a special social hour held prior to any general membership meeting where new members can mingle with the chapter leadership, the membership committee, and other chapter members.

Formal activities may include a planned one-hour meeting for all new and renewing members where the leadership instructs the participants on all the issues related to membership and its benefits; a special invitation to new members to attend the general membership meeting, including a complimentary dinner, where the new member is teamed with a veteran member who provides information about FEW and ensures the new member is acknowledged at the meeting; or a one-on-one meeting with the new member to personalize the information on member benefits.

No matter what format is used, orientation should be scheduled no more than 60 days after processing the membership application. The sooner a new member is oriented, the sooner the member is acknowledged in the organization. Be sure to follow up individually with every new member who cannot attend a group event.

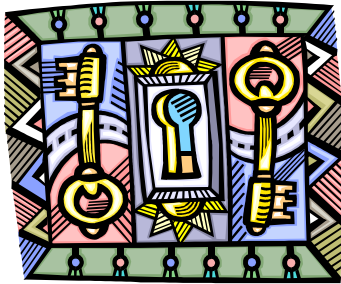
Invite one or two speakers and any other interested members to participate in the orientation program. These guest speakers greet, mingle, and encourage participation in the organization. Prepare a 'New Member Welcome Kit' as part of orientation planning. The information in the kit should clearly identify the structure of FEW, its leadership, how to access services, and how to participate fully as a member of the organization. Tailor the information to fit the interests and needs of new and renewing members. Include such things as membership brochures, chapter directory, calendar of chapter and regional events, and any information on FEW events in the surrounding community.

**SAMPLE AGENDA FOR NEW MEMBER ORIENTATION**

1. Welcome.
2. Explain the FEW organizational structure.
3. Introduce your chapter to orientation participants:
  - a. Introduce the officers.
  - b. Explain the chapter's dues structure, calendar of events, and regular activities.
  - c. Explain chapter, regional, and National Training Programs.
  - d. Explain any other chapter features (mentors, skills bank, scholarships, awards, etc.).
4. Introduce the committees within the chapter and region.
5. Review the New Member Welcome Kit.
6. Identify and explain any additional opportunities to be involved with in FEW.
7. Have current members give testimonials on the value of FEW membership.
8. Conduct a question and answer period.
9. Thank participants and guests for attending and supporting FEW.
10. Socialize - Mingle!

**“We ourselves feel that what we are doing is just a drop in the ocean. But the ocean would be less because of that missing drop.”**

*–Mother Theresa*



## APPENDIX F: PROVEN ACTIVITIES, TECHNIQUES & IDEAS

The following information is based on a telephone survey of FEW chapters with a consistent membership of 50 to 100 members. These are activities, ideas and techniques active chapters have used.

1. GOOD PROGRAMS AND QUALITY TRAINING were consistently identified as the major keys to recruiting, retaining and reclaiming FEW members.
2. Be enthusiastic.
3. Obtain positive publicity through:
  - a. submitting continual articles to agency newsletters or local newspaper letters to the editor;
  - b. advertising in local or agency newspaper—using free cable TV spots;
  - c. preparing monthly chapter newsletters and periodically sending your FEW newsletter to heads of different agencies, managers and Human Resource, Equal Opportunity, Special Emphasis Program Manager (SEPM) leaders;
  - d. ensuring all new employees are told about FEW (human resources offices or civilian personnel departments have new employee lists, orientation packages, and/or training—include the FEW brochures); and
  - e. conducting an intensive membership drive special event, e.g., each member gets five invitations, have it in a nice location with hors d'oeuvres (complimentary from the chapter).
4. Tie into agency-related activities; e.g., the FEW chapter entertained 14 new interns being interviewed.
5. Send questionnaires to members regarding programs they want and plan from their responses. Ask about programs and committees they would be interested in serving on or helping with.
6. Encourage individual members to recruit—have local contest or incentives. Many chapters indicated "word of mouth" was one of their most effective recruitment tools.
7. Utilize payroll deduction for dues (where applicable).
8. Suggest a FEW membership as a gift during Administrative Professional's Week.
9. Make personal contacts with commanding officers, executive officers, agency heads, management officials, etc.
10. Build rapport with Federal Women's Program Managers (FWPM); work together on projects.

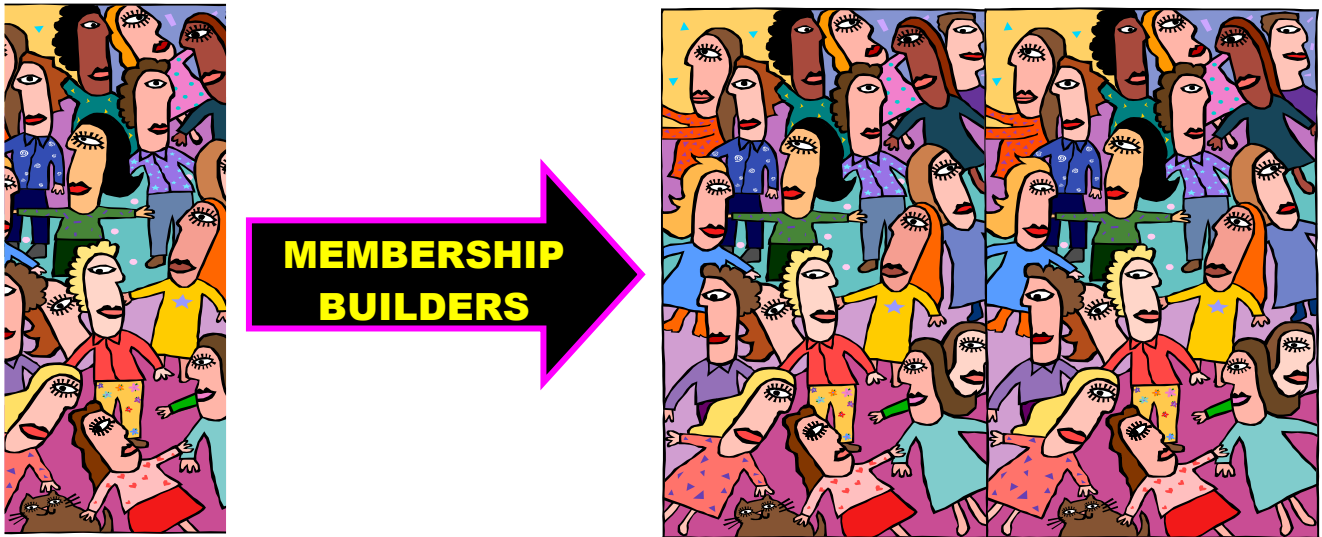
## FEW Membership Development Manual

11. Utilize recruitment videotape when contacting EEO Committees, FWPMs, management officials, etc.
12. Sponsor networking and social activities:
  - a. Annual open house with a free membership given away
  - b. "Networking" meetings at lounges or in a relaxing atmosphere
  - c. Wine and cheese socials at the officer's club/local restaurant
  - d. Social hour after OPM-sponsored Federal Women's Program (FWP), Hispanic Employment Program (HEP) (or other SEPM training at same facility), presenting awards, recognizing dignitaries and local FEW supporters, etc.
13. Prepare a noteworthy and professional newsletter. Be sure your newsletter is issued on a regular (preferably monthly) basis. People will look forward to receiving your publication.
14. Establish a scholarship program for members. Develop rules for use of funds awarded and criteria for accepting applications. Publish criteria in your newsletter with plenty of lead-time to allow members to prepare quality applications. Have the scholarship winner prepare an article on how using the scholarship affected her/his career, etc.
15. Develop prospective membership package. Have guests sign in at chapter meetings. Send a letter thanking them for attending and include literature: the History of FEW, a membership application, and other information about your chapter, its membership benefits, etc.
16. Send copy of your chapter newsletter to meeting guests.
17. Motivate members to want to share their good fortune with potential members.
18. Print the names of randomly selected members in your newsletter. If the member reads his/her name in the issue and calls about it, award a prize, such as a free lunch.
19. Award each member a \$5.00 membership dues credit for recruiting a new member up to a maximum of four. The result is a possible \$20.00 off renewal membership.
20. Here's an example of how one member sought help to achieve membership objectives. She solicited ideas from the successes of others by identifying groups and individuals who had been successful in achieving objectives similar to her recruitment goals and explored and adapted these techniques to meet her needs. The following example is provided to show how you can explore the techniques of others and develop ideas from that.

### ADDITIONAL IDEAS FOR INCREASING MEMBERSHIP



1. Utilize special programs to interest potential members in joining FEW.
  - a. Allow \$20.00 of the registration fee for the program (or total cost of National, regional and chapter membership) to be applied toward FEW membership. This may encourage people to join since they can receive a year's membership and registration for the same cost
  - b. Offer a special for new members—two years' membership for the price of one if they join within one month of the event (use a special form). The chapter would merely calculate profits as if everyone was a member; then at the end of the one-month period, the remaining funds could be reallocated to other programs; e.g., profits, scholarship fund, membership recruitment, etc.
2. Include a membership form in all conference kits.
3. Offer membership discounts at NTP or regional training program functions when awards are presented or at special chapter or regional celebrations, e.g., \$5.00 off of a 1-year membership or \$15.00 off of a 2-year membership.
4. Contact members-at-large and National Board of Directors (NBOD) about participating in local membership contests. Each NBOD member might contact people in his/her own area. Members recruited by NBOD members count toward the National Chapter Membership Award, but not toward the National Membership Contest Award.
5. Prepare eye-catching flyers or notices for each chapter meeting. Have members circulate copies or obtain permission to post them on bulletin boards, mirrors in rest rooms, entrance doors to lunchrooms, etc.
6. Assist agencies with recruitment—have them identify you as a recruitment source. Have your chapter's mailing address added to the agency's list for Vacancy Announcement mailings, etc.
7. Send out a post-meeting survey to all attendees asking questions about their meeting experience. Free survey tools are available on the web. Check [www.zoomerang.com](http://www.zoomerang.com) or [www.surveymonkey.com](http://www.surveymonkey.com). Some require only that you sign up to use their free tools. They have templates you can use, or you can create a survey from scratch. Zoomerang has several standard surveys that can be customized and a non-profit section that includes Membership Survey, Volunteer Recruitment and Program Satisfaction templates that can be modified to meet your individual chapter needs. The surveys are distributed via email and respondents complete the survey online.



## MEMBERSHIP BUILDERS

This section is filled with potential membership-building projects. Membership award-winning chapters contributed many of these ideas. Chapters with particularly difficult membership obstacles such as base closures, have contributed the ideas which kept their chapters viable. Some of these suggestions will be difficult for smaller chapters to implement because of the resources required, while others were selected because they are suited to smaller chapters. However, don't limit yourself—try them all, and share your successes with your FEW peers.

### Alternative Advertising

Most FEW chapters do not have the financial resources to purchase advertising time on conventional television stations. However, many local markets offer another venue for advertising. In numerous markets, public access cable stations make airtime available to local non-profit organizations. In addition, a number of these stations provide professional video equipment, studio time, and editing instruction to patrons willing to produce original programming for the use of the station. In fact, many stations find it so difficult to locate acceptable programming that your segments may be aired several times during the day. Investigate this possibility in your area. Here are some suggestions for programming content:

- Select one or two notable women from local federal agencies to interview. Do not limit your selections to FEW members, but do include members who have found their FEW experiences to be an asset to their career. Consider using two interviewers to keep the flow of the program even. This is an opportunity to showcase FEW as well as highlight the contributions made by federal employees. Record a trailer providing information for contacting your local FEW chapter. This trailer should be displayed during or after the interview to provide contact information for viewers seeking more information.
- Recruit a few of your star-struck members and stage a theatrical production. Write your own script based on anecdotes from women's history or select one of the many scripts

available for your use. The National Women's History Project is an excellent source for scripts with characters and with simple staging requirements. Let your imagination be your guide!

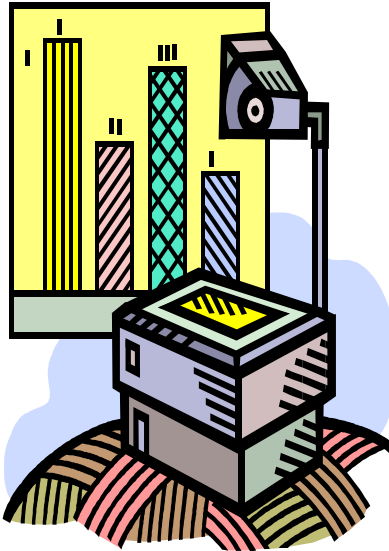
- Use the professionally-recorded videos available from FEW National. Work with local talent to record a trailer to advertise your chapter or simply add a trailer with local contact information.

### **Each One Reach One**

Current chapter members may be the best recruiters when they are motivated and interested. Who better to share the benefits of FEW membership than members with firsthand experience? In the following suggestions each individual member assumes some responsibility for recruiting and is rewarded for those efforts.

- Plan an annual open house at an interesting location. Members are given five invitations to share with potential members. Each invitation should be hand-delivered with a personal contact. The chapter (or chapter members) provides simple refreshments. Award a one-year membership as a door prize. Assign current members as recruiters, making certain that every guest is personally invited to join the chapter.
- Award a \$5.00 discount on membership dues to any member recruiting a new member. You may want to set a maximum of three or four members per year.
- The Membership Mentors Program is the invention of the Rocky Mountain Chapter. (Denver, Colorado). The program was devised to make certain that all guests are made to feel welcome and included. All chapter board members and committee chairs participate in the program, and two mentors are selected for each month. The mentors arrive to begin the social hour before each business meeting. Guests are greeted, provided with nametags and membership packets, and introduced to other attendees. Membership mentors follow up with guests for two months following the meeting attended. A phone call is made within the first few days to thank the guest for attending and to field questions concerning the organization. In addition, the guest is contacted prior to each of the next two monthly meetings to extend a personal invitation.
- How about a little friendly competition? Select two team leaders—perhaps the chapter president and a national or regional officer who is a chapter member. Select a kick-off time. Choose teams and compete in a membership Super Bowl! Possible Prizes: the losing team does the "clean-up" after a chapter potluck or the winning team draws first place in the dessert line. Make this into an annual affair by using a traveling trophy, such as a garage sale find.

## Report of a Successful Chapter



The Tinker Chapter, located at Tinker Air Force Base (Midwest City, Oklahoma), has been successful at recruiting and retaining chapter members. They employ several techniques including a monthly training luncheon, largely attended by non-members. The meetings are held during lunchtime (11:30 a.m.—1:00 p.m.). A variety of subjects are addressed such as legislative concerns with local politicians, literacy council, and the EEO complaints procedures. Chapter members staff a table during the luncheon, displaying awards, and distributing FEW newsletters and membership applications.

When new members join they are recruited to serve on committees and to assist with projects. Reports the chapter president, “When they volunteer for committees or projects, they get to see what FEW is really about, and we usually retain them as members and they, in turn, help us recruit others.”

Tinker also conducts an annual membership drive, starting in October and running through November. The chapter requests permission to use the base personnel listing to randomly select employees to contact. A membership package is sent to prospective members that includes a letter from the chapter membership chair, background information on FEW, a FEW brochure, and information about the monthly chapter training luncheons.

Many thanks to the Tinker Chapter for sharing their successes with us!

## Chapter Mentoring

The South Florida Tropics Chapter was a small, newer chapter in the Southeast Region. The Space Coast Chapter, a larger and more established chapter, “adopted” the South Florida Tropics Chapter and established a mentoring relationship. Chapter members from the Space Coast Chapter attended South Florida Tropics Chapter meetings. They made suggestions, provided support and, in general, were available as needed.

Look around your region and decide in which category you fit—mentor or protégé. Does your chapter need help? Does your chapter have a wealth of experience to share? Make contacts individually or ask your regional manager to facilitate a relationship!



## MARKETING FEW AS A MEMBERSHIP TOOL

Several member benefit programs have been established which provide services to FEW members. Some of these programs are administered at the National level and were initiated to provide incentives for FEW membership. Use these programs as drawing cards for potential members. . Additional information on these programs is available through the National office.

- NTP Scholarships—FEW will recognize through two (2) annual NTP scholarship programs, individuals who best exemplify the members to which the organization’s training is directed. One program awards scholarships, subject to budget constraints, to FEW members, with competition across the entire membership. The recipient must have been a member for at least one (1) year and employed at the salary equivalent of a GS-9 or less.
- NTP Retiree Scholarships—FEW will also recognize retirees through a separate program. FEW will award one scholarship to a retiree who has been a FEW member at least five (5) years before retirement and has maintained continuous membership. A scholarship may not be awarded to any individual, through either program, more than once in any three (3)-year period.
- Academic Scholarships—The Collegiate Scholarship was established to assist highly motivated and academically talented members of FEW. FEW recognizes the value of a quality education and is committed to assisting members in reaching their goals. The person receiving this scholarship is not limited to a particular field of study or career objective in pursuing her/his academic discipline. To qualify for this Scholarship, the following criteria must be met:
  - Be a member of FEW in good standing and demonstrate your active participation with FEW for three (3) years or more.
  - Complete an essay on the topic “Why I Should be Awarded a FEW Collegiate Scholarship.”-. This essay should be no longer than two double-spaced pages.
  - Submit three letters of recommendation, preferably from a chapter president, regional manager, community leader and/or supervisor.
  - Must be a GS-11 or below (or equivalent in alternative pay systems); provide a copy of your most current SF 50 (Notice of Personnel Action).
  - Be pursuing your first Undergraduate Degree at an accredited institution.
  - Be attending an accredited 2 or 4-year college/university and have a minimum grade point average of 2.5.

- Local Programs—Programs offered by local chapters that are available only to FEW members can also provide an incentive for membership. Consider packaging a membership with the tuition for a chapter-training program. Bring in a notable speaker or offer a program on resume writing or interview skills, which are open to members only.
- The Three Crosses Chapter (White Sands Missile Range, NM) uses “Professional Points” to encourage members to keep coming back to FEW each year. Members earn “Professional Points” by attending FEW functions, volunteering for chapter officers/committee chairs, being a Regional Officer, a National Officer or volunteering for community functions and representing FEW at those functions. At the member’s request, the points are then converted for dollars to be used towards registration fees for RTP, NTP, or a local college course.



### Addressing the Visibility Issue

Building visibility in your area and garnering the support of your command/management is crucial to the long-term success of FEW chapters. The Hoosier Hills Chapter (Crane, Indiana) attributes much of the growth of their chapter to the command/management support they receive. Members are active in Professional Fairs, Army Day, Morale, Welfare and Recognition, and local community projects. Participating at festivals also helps to improve visibility in addition to providing the chapter with a fund raising opportunity.

The Hoosier Hills Chapter partnered with the Bloomington, Indiana, Women's Organization for their Annual Spring Training Program. This has helped to broaden networking opportunities, helped in the financing of the training program, and also provided greater visibility in the community.

The Brooks Area Chapter (San Antonio, Texas) has used a letter to introduce FEW to the command. The letter listed the newly elected chapter officers, described the FEW program areas, and detailed planned local events.

### Building Membership and Leadership

The City of Fountains Chapter (Kansas City, Missouri), a mid-sized, relatively new chapter, contributed this idea. As is the case with many chapters, City of Fountains faced the difficulty of involving members in programs and inspiring them to assume leadership. This program addresses both membership and leadership concerns.

In their second year, the City of Fountains started a membership discount program. Potential members employed at the GS-7 level or below are offered a \$10.00 discount on membership dues in exchange for immediate involvement in the chapter. New members selected a chapter committee on which they served for one year in return for the discounted membership.

This program had a two-fold impact on membership in the chapter. It provided an opportunity for employees in lower grades to experience the benefits of FEW and allowed the new member to find a place to make an important contribution, something that financial constraints may have

otherwise prevented. In addition, new members were less apprehensive about assuming leadership roles because they "get their feet wet" immediately.



### **Membership Dues on a Sliding Scale**

Some chapters have adopted a sliding fee scale for chapter membership dues based on the grade level of the potential member. The scale may be based on the average grade level for the area or the average grades represented in chapter membership. Providing opportunities for women is the basic tenet on which FEW was founded. It is very important to weigh the needs of the chapter for funds to meet operating costs against the very real benefits the organization has to offer the very women who may not be able to afford the dues. Finding that middle ground is essential to the viability of the chapter.

### **Using Payroll Deduction to Retain Membership**

The Hoosier Hills Chapter (Crane, Indiana) allows member to use payroll deduction for dues. This has proven helpful to members who might be unable to afford to pay dues in one lump sum. The payroll deduction option also allows members to pay continually and never be concerned about their renewal date.

### **Awards as Building Tools**

The Zia Chapter in Albuquerque, New Mexico won 1st Place in the Chapter Best Fund Raiser category for their annual training seminar. Because of the high visibility of this project, it is an excellent membership-building tool in addition to its fundraising potential. An annual training seminar for the entire Albuquerque area was held with proceeds donated to a scholarship fund. More than 300 attended the seminar with over 400 attending the luncheon. At the luncheon, the chapter presented the first annual Federal Woman of the Year Award.

Recently the Zia Chapter paid several lifetime memberships in full for a few members allowing these members to then repay the Chapter using payroll deduction.

The Greater Houston Chapter in Houston, Texas undertook a similar project. The Chapter presented its First Annual Quality of Life Award at a VIP reception and buffet dinner. With the assistance of the Houston Federal Executive Board, nominations were solicited from members and other federal employees. The nominations had to describe how the nominee had contributed to the quality of life of others.

Similar to awards and honors, FEW memberships are a great gift! Contact supervisors with an attractive flyer and a membership form prior to Administrative Professionals Week. Try the same approach with other employees before Bosses' Day. Every Federal Women's Program Manager should be a member even if the first year's membership has to be a gift.

Awards programs can fill many needs for chapters of all sizes. Consider recognizing a woman, member or non-member, during Women's History Month or an important employee as a part of a

Public Employees Recognition Celebration. This can be done on a grand scale by large chapters, but it can be done equally as well on an elegant scale by a smaller chapter.

By involving the Federal Executive Board and other parts of the federal sector, these activities reinforce the important role that FEW fills in the community. Many membership obstacles are overcome through the introduction of innovative programs into the chapter. When something inspiring is happening, people naturally want to be a part of the excitement.

### Newsletters and Other Vehicles

Newsletters are an effective way to communicate FEW concerns and activities, frequently including information from all levels of the organization. They are useful, not only to communicate with chapter members, but also to present the organization to potential members. Make sure that chapter newsletters are covering **all** the topics which are the major selling points for FEW membership: excellent training, career opportunities, and networking. Make sure that every FEW member receiving an award or a promotion is given prime coverage. Try to interview those individuals and include a few words about the role FEW played in those honors.

Investigate the possibility of placing periodic articles in agency newsletters or base periodicals. Send chapter and regional newsletters and FEW's *News & Views* to agency officials from time to time and to agency personnelists to place newsletters and FEW literature in new-employee packages provided to all new employees. Personal contacts with commanding officers, executive officers, and heads of agencies are an important part of membership building. Take a newsletter along to leave with these officials to reinforce your visit.



Several chapters report using the command newsletter as an additional method of communication. Articles may be directly related to FEW and to the activities of the local chapter such as training programs or speakers. The Brooks Area Chapter (San Antonio, Texas) placed articles in the command newsletter on the celebration of the 75th anniversary of the Women's Suffrage Movement. The Milwaukee Chapter (Milwaukee, Wisconsin) submitted articles to the local Federal Executive Association's newsletter to publicize the chapter and its activities.

Other possibilities include the newsletters produced by local Federal Executive Boards, agency publications, and the "organizations" section of your local newspaper.

## The Social Venue

Many ideas contributed by chapters involve utilizing a social setting to attract potential FEW members. It is important to emphasize that social and networking opportunities are a part of many healthy chapters.

In many chapters, members are not co-located. A networking social provides an opportunity for members to become better acquainted in a relaxing atmosphere. Chapters located on military installations may consider a wine and cheese social at the Officer's Club. Some chapters have implemented a chapter social hour on a biweekly or monthly basis. For higher visibility and a broader attendance base, consider sponsoring a reception following an agency-sponsored training.

Please remember that it is not necessary to serve alcoholic beverages on every social occasion. If you choose to serve alcohol at a chapter function, do so responsibly and with particular thought for the safety of your guests. Many people do not drink for any one of several reasons, and no one should feel uncomfortable at these gatherings.

Lunch time may provide another occasion for socializing and networking in the chapter. The Hoosier Hills Chapter (Crane, Indiana) has started a "Let's Do Lunch Program." Members who elect to participate are divided into groups with a designated leader. Once a month these groups meet for lunch. Groups are kept small so the members have an opportunity to become better acquainted and discuss all types of issues of concern to them. Every quarter the groups are rotated.



## So You're Being Downsized

Several FEW chapters are located at installations that are being downsized, relocated, or closed. Unfortunately, we have lost many of these chapters. The Gateway Chapter (St. Louis, Missouri) provided an example of a chapter with a different approach: This chapter was an important part of the Mid-Continent Region for more than 20 years. Its members held both regional and National offices and made important contributions to FEW. Many were involved with the planning of a National Training Program.

Gateway's members knew that the positions of most of their members would be transferred to Alabama. They approached this problem, determined not to let the chapter die. The chapter continued to conduct regular membership drives in the cafeteria at the federal center during lunch hours, especially targeting potential members in agencies not affected by the downsizing. Because of the impending relocation, a number of members retired from federal service, but remained active and played an important role in the chapter. The chapter made recruitment a priority project, preparing for the inevitable decrease in membership, which came when the majority of chapter members moved to Alabama.

Social functions and fundraising events were historically very popular with members and potential members of the Gateway Chapter. These events became membership builders when chapter members discuss the benefits of FEW. The chapter felt that "word-of-mouth" was still the best tool. Although the Gateway Chapter has now closed, the techniques used form a sound basis for keeping a chapter active.

## Letters for Targeted Recruitment

As mentioned previously, letter-writing campaigns may be an effective way to promote FEW issues and membership. On the following pages are sample letters which may be used to contact members of the local Federal Executive Board, agency officials and managers, members-at-large, and inactive members. Use these examples as a template from which to develop letters which are specific to your chapter. Lists of members-at-large, sorted by state of residence, are available from the National office as are lists of inactive members for individual chapters. Use the "blue pages" of the local phone book to develop a list of area federal agencies.

### Sample Letter Chapter Member in Suspended Status

I. M. Inspired, Chapter President  
Got-a-lot-to-offer Chapter  
Federally Employed Women  
P. O. Box 9999  
Anywhere USA

Dear

We miss you and we want you back! It's not too late to renew your FEW membership. A check in the amount of \$ \_\_\_\_\_ to the chapter treasurer is all it will take.

FEW membership is a very economical investment in your personal and career development. It affords members many tangible and intangible benefits. and the chapter's most important asset is her committed members.

Chapter programs planned for the next few months will address issues which, are of concern to women and all federal employees. You won't want to miss this opportunity! Won't you please send your check today and join us at the next meeting.

Sincerely,

I. M. Inspired Chapter President

[Alternatively, this letter could be signed by the chapter membership chair. Be sure to include a flyer with information on the location, date, and time of the next meeting.]

## FEW Membership Development Manual

### Sample Letter Federal Manager or Agency Official

I. M. Inspired, Chapter President  
Got-a-Lot-to-Offer Chapter  
Federally Employed Women  
P. O. Box 9999  
Anywhere USA

Name of Agency Manager  
Address  
City, State, Zip

Today's Date

Futurists tell us that during the first decade of the 21st century the number of women and minorities in our workplace will increase geometrically. It is critical that federal agencies be aware of the unique needs of women and minorities to enhance recruitment and to retain and retrain current employees. As the reinvention of government continues and streamlining requires the greatest contribution from each employee, the development of leadership qualities and organization skills in agency employees will be vital to the achievement of that agency's mission.

Federally Employed Women (FEW) is committed to providing leadership opportunities and skills-based training, which enables members to realize their full potential. FEW was established in 1968 for the express purpose of eliminating discrimination in the federal workplace and enhancing career opportunities for women and minorities. The organization represents more than one million civilian and military women who are currently employed in the federal sector.

FEW affords an opportunity for you to help employees meet their career goals by sharing information, networking, and learning through exceptional training programs at the chapter, regional, and National levels. In addition, FEW provides the agency with resources to help achieve EEO objectives and enhance EEO programs. FEW enjoys a close relationship with the Federal Women's Program and provides support and training for the federal women's program managers. A national network provides a source of outstanding speakers and programs suitable for training in the workplace.

An agreement signed by the Director of the U.S. Office of Personnel Management and the FEW National President directs FEW regional managers and chapter officers throughout the world to work with federal agencies in achieving their objectives and commits OPM to working with FEW. Reciprocal agreements have been signed with National IMAGE, an organization of Federal Hispanic employees, Federal Asian Pacific American Council (FAPAC), the Society of American Indian Government Employees (SAIGE) and Blacks in Government (BIG). FEW works for change in conjunction with these organizations to promote items of mutual concern and to advance common interests. The group organization is called the National Coalition for Equity in Public Service (NCEPS).

Enclosed is a brochure providing more details about this outstanding service-oriented organization. Though our organization's name is Federally Employed Women, our membership is not restricted to women, but is open to anyone committed to the elimination of sex discrimination and to the fair and equitable treatment of all employees.

I ask you to support FEW throughout your agency by making this information available to your employees, enabling them to take advantage of the training and networking opportunities available through this organization. FEW members are available to answer any questions or to make presentations to your workforce. Please feel free to contact me with any questions or concerns at 999- 999-9999 (office) or 999-999-9999 (home).

Sincerely,

**Sample Letter to Former FEW Member**

I. M. Inspired, Chapter President  
Got-a-Lot-to-Offer Chapter  
Federally Employed Women  
P. O. Box 9999.  
Anywhere USA

Name

Address

City, State, Zip

Today's Date

Federally Employed Women (FEW) is committed to providing leadership opportunities and skills-based training, which enables members to realize their full potential. FEW was established in 1968 for the express purpose of eliminating discrimination in the federal workplace and enhancing career opportunities for women and minorities. The organization represents more than one million civilian and military women who are currently employed in the federal sector.

**FEW** affords an opportunity to help meet your career goals by sharing information, networking, and learning through exceptional training programs at the chapter, regional, and National levels. A national network of members provides a source of outstanding speakers and programs suitable for training in the workplace.

As for members of the Got-a-Lot-to-Offer Chapter, you know better than most the benefits of membership in FEW. And we know the benefits of having you as a member. Enclosed is a membership brochure, which provides more details about FEW's current program emphases and contains a membership application. I hope you will consider re-joining FEW and contributing your expertise to the local chapter.

I have also enclosed a simple survey form. This survey is intended to measure the quality of service delivery of our local chapter and the organization as a whole. We would very much appreciate your input. Please feel free to contact me with any questions or concerns at 999-999-9999 (office) or 999-999-9999 (home).

Sincerely,

Enclosure

This interest survey can be customized to fit the needs of your chapter. It is a great way to touch base with every member! Consider using something like this at the beginning of the year when you are developing your annual plans and appointing chapter committees.

Research shows that the majority of members want to be involved! However, many want to be asked and know that if they do volunteer, their talents will be used. One of the biggest deterrents to active membership is to solicit volunteers, and then not use them!



### MEMBERSHIP PROFILE, INTEREST AND KSA SURVEY

The intent of this survey is to allow FEW the opportunity to develop a membership profile on each of its members. The results and information contained will also serve to provide FEW with vital information on what direction its members want the organization to take. Please take time to complete the information outlined below. Be honest and provide a candid reply. Don't be shy! Take as many pages as you need. Each member's input and ideas will ensure the continuance of FEW; for it is only by understanding the needs of the membership that FEW can hope to create a better future. Before you get started, think about this:

**"Ask not always what FEW can do for you, but also what you can do for FEW."**

Name: \_\_\_\_\_ Birthday: (month and day) \_\_\_\_\_

Address: \_\_\_\_\_

Phone: W: \_\_\_\_\_ H: \_\_\_\_\_

Fax: W: \_\_\_\_\_ H: \_\_\_\_\_

E-Mail: W: \_\_\_\_\_ H: \_\_\_\_\_

Agency: \_\_\_\_\_

Position Title, Grade, Series: \_\_\_\_\_

Supervisor: Yes \_\_\_\_\_ No \_\_\_\_\_ Years in Federal Service: \_\_\_\_\_ Retired \_\_\_\_\_

**Collateral Duties: (circle all that apply):**

FWP HEP BEP NA/AIP General SEP EEO Union Rep Other: \_\_\_\_\_

Member of Other Organizations: \_\_\_\_\_

Education: \_\_\_\_\_

1. How do you feel about FEW?

Your Chapter? \_\_\_\_\_

Your Region? \_\_\_\_\_

National? \_\_\_\_\_

## FEW Membership Development Manual

2. Did you know that all members may attend National, regional, and chapter board meetings even if they aren't a voting member? Yes \_\_\_\_\_ No \_\_\_\_\_
3. Are you interested in attending board meetings?  
Chapter Yes \_\_\_\_\_ No \_\_\_\_\_  
Regional Yes \_\_\_\_\_ No \_\_\_\_\_  
National Yes \_\_\_\_\_ No \_\_\_\_\_
4. Did you enjoy the chapter programs this year? Yes \_\_\_\_\_ No \_\_\_\_\_
5. How many programs did you attend this year? \_\_\_\_\_
6. Which programs did you like, and why?  
\_\_\_\_\_
7. Which programs didn't you like, and why?  
\_\_\_\_\_
8. Do you have suggestions for next year's programs?  
\_\_\_\_\_
9. Did you bring any guests to chapter meetings or functions? Yes \_\_\_\_\_ No \_\_\_\_\_
10. Did you encourage at least one person to join FEW this year? Yes \_\_\_\_\_ No \_\_\_\_\_
11. Do you know how many members are in our chapter? Yes \_\_\_\_\_ No \_\_\_\_\_
12. How many chapter members do you know by name? A few \_\_\_\_ Some \_\_\_\_ Most \_\_\_\_
13. Did you meet all of the chapter officers and committee chairs? Yes \_\_\_\_\_ No \_\_\_\_\_
14. Do you understand the functions of all of the officers and standing committees?  
Yes \_\_\_\_\_ No \_\_\_\_\_
15. Are you interesting in working on a committee or changing to another committee?  
Yes \_\_\_\_\_ No \_\_\_\_\_
16. What general activities in the chapter interest you most?  
\_\_\_\_\_
17. Do you have any suggestions for improving committee functions? Please define.  
\_\_\_\_\_
18. Do you have any suggestions on how we can improve the chapter? Please define.  
\_\_\_\_\_
19. Was the cost associated with our activities reasonable? Yes \_\_\_\_\_ No \_\_\_\_\_

FEW Membership Development Manual

20. What is your overall attitude about chapter services?

Excellent \_\_\_\_\_ Good \_\_\_\_\_ Fair \_\_\_\_\_ Poor \_\_\_\_\_

Comments: \_\_\_\_\_

21. Did you participate in some capacity to the chapter operation(s)?

\_\_\_\_\_

22. Briefly describe any interests or concerns you have which are not covered above.

\_\_\_\_\_

- Please respond to my answers**
- Please contact me about serving on a committee**

## Chapter Volunteer Opportunities



FEW relies on active member involvement in committees to achieve its mission. This list of committees and activities can easily be distributed to members to give them an idea of different committees and the work each performs. Insert this list into your new member welcome packet. Consider adding it to your newsletter at the beginning of the year when chapter plans are being formulated.

**Please indicate which of these committees interest you most. You do not need experience in the subject matter to get involved!**

\_\_\_\_\_ **LEGISLATIVE**—Share information with members about current legislative issues which impact our members. Develop legislative programs and activities to keep members apprised of issues and actions. Conduct letter-writing campaigns.

\_\_\_\_\_ **MEMBERSHIP**—Plan membership drive activities. Maintain contact with members. Maintain membership rosters. Publicize activities and events. Invite prospective members to chapter activities and events.

\_\_\_\_\_ **COMPLIANCE**—Share information with members as to the laws, policies, and regulations governing the federal workplace and what members/employees' rights are. Conduct agency visits. Look at hiring statistics and barriers to advancement.

\_\_\_\_\_ **DIVERSITY**—Share information with members about diversity activities and events in the chapter/region/National area. Examine the diversity of the membership, identify underrepresented groups; and develop targeted recruitment strategies. Plan programs to educate the membership about the importance of diversity.

\_\_\_\_\_ **TRAINING/PROGRAMS**—Plan monthly or annual programs and events. Locate appropriate speakers and negotiate fees and terms of service. Develop flyers and advertisements. Make facility arrangements. Work on subcommittees involving registration, program content, meals, and networking events.

\_\_\_\_\_ **NOMINATIONS**—Work as part of a Leadership Development Team. Recruit members to run for office. Construct a slate of chapter/regional/National officers.

\_\_\_\_\_ **ELECTIONS**—Conduct chapter/regional/National elections. Construct the ballot based on information received from the Nominating Committee. Distribute ballots and count ballot votes received. Report on the results of the election.

\_\_\_\_\_ **PUBLICITY**—Work with other committees to publicize activities and events. Write press releases and articles for local and national newsletters. Publicize chapter activities and events. Invite prospective members to chapter activities and events.

\_\_\_\_\_ **AWARDS**—Review current awards criteria and develop a timetable to receive and review award submissions. Serve as a member of the selection team or prepare chapter/regional award nomination packages.

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\_\_\_ **BYLAWS**—Review current chapter/regional/National bylaws and make recommendations for proposed updates. Develop any needed bylaws ballots and conduct the bylaws voting process. Publish results and provide copies of the new bylaws changes to the membership.

\_\_\_ **FUNDRAISING**—Brainstorm fundraising ideas with members and coordinate fundraising activities to support financial needs including guest speakers, training programs, and sales/raffles.

\_\_\_ **SCHOLARSHIP**—Review current scholarship criteria and develop a timetable to receive and review scholarship submissions. Serve as a member of the selection team.

Your chapter may have other committees established to handle activities and events specific to your needs. Add those here!

**“A community is like a ship; everyone ought to be prepared to take the helm.”**

*-- Henrik Ibsen*



Working for the Advancement  
of Women in Government

FEW Membership Development Material

**Return form to:** FEW VA Office  
801 N Fairfax Street, Suite 211  
Alexandria, VA 22314  
(703) 299-8725 (703) 299-9233 fax  
ahall@amberllc.com

**FEDERALLY EMPLOYED WOMEN  
Brochure and Publicity Materials Order Form**

Item	Description	Quantity Needed
FEW Membership Brochure	Blue and white tri-fold	
FEW Membership Application	Electronic Word Document	<input type="checkbox"/> Yes-will be sent by email
Processing Membership Dues	Electronic Word Document	<input type="checkbox"/> Yes-will be sent by email
2005-2006 Annual Report	Black and white booklet	
EEO- Employee's Guide	Black and white tri-fold	
Sexual Harassment	Black and white tri-fold	
Diversity Works	Brown and white tri-fold	
Military Woman	Four color tri-fold (glossy)	
Agency Visit Handbook	Blue and white booklet	
FEW Legislative Activities	Blue and white tri-fold	
FEW Legislative Agenda 109 <sup>th</sup> Congress w/Position Papers	Four Color 8 1/2" x 11"	
Meeting Your Legislator Guide	Four color booklet	
FEW Voter Registration Drive	Four color booklet	
NTP 2007 Brochure	Red, White & Blue tri-fold	
NTP 2007 Preview Newsletter	Glossy color newsletter	
NTP 2007 Bookmarks	Red, White & Blue	
NTP 2006 Portfolios*	Purple w/logo cover & tablet	
NTP 2006 Registration Books*	Good for use at agency visits until the 2007 book is ready	
NTP 2006 Dry Erase Board w/marker*	Dry Erase Board w/logo	
NTP 2006 Magnet Mood Frame*	Magnetic Photo Frame w/logo	
NTP 2006 Life Balance Cards*	Pocket reference cards (from Ric Giardina, keynote speaker)	
FEW 2-Pocket Folder	Navy blue (w/embossed logo)	
FEW Certificate Holder	Navy blue (w/embossed logo)	
FEW Past President's Video	VHS Tape	<input type="checkbox"/> Yes (one per Chapter)
FEW 35 <sup>th</sup> Anniversary Video	VHS Tape	

\* Limited amounts available

Shipping Address (Street Address, no PO Boxes please):

<b>Name:</b>		<b>Address 1:</b>	
<b>Address 2:</b>			
<b>City:</b>		<b>State:</b>	<b>Zip:</b>
<b>Phone:</b>		<b>E-mail:</b>	
<b>Chapter Name:</b>		<input type="checkbox"/> Business or <input type="checkbox"/> Home Address?	

**Date materials are needed:**

**NOTE: PLEASE ALLOW 7-10 BUSINESS DAYS TO PROCESS ORDER**

**FEDERALLY EMPLOYED WOMEN**

**FEW Leadership Opportunities are Career Enhancing**



**Examples of how to use FEW experience on your resume or performance evaluation**

**Board member**

- ❑ Developed strategic goals and long-range plans
- ❑ Reviewed committee decisions
- ❑ Chaired committee meetings
- ❑ Managed organization finances of \$500,000

**President**

- ❑ Presided at business and committee meetings
- ❑ Planned and implemented a training program for new officers
- ❑ Directed programming for events
- ❑ Prepared a president's message for monthly newsletter
- ❑ Maintained a good member communication

**Vice President**

- ❑ Presided at meetings
- ❑ Created and supervised new-member orientation program
- ❑ Instituted a program to welcome all guests
- ❑ Recommended and implemented a program to increase the retention of current members

**Secretary**

- ❑ Recorded official minutes for all meetings
- ❑ Submitted reports to National Headquarters
- ❑ Conducted correspondence for the chapter
- ❑ Maintained membership roster

**Treasurer**

- ❑ Supervised the preparation of formal budget
- ❑ Processed accounts payable and receivable
- ❑ Prepared and filed tax forms
- ❑ Presented financial reports to members

**Bulletin Committee Chairperson**

- ❑ Assigned and edited articles
- ❑ Solicited advertisers
- ❑ Designed bulletin
- ❑ Coordinated production and delivery with printers and Postal Service

**Education Committee Chairperson**

- ❑ Informed members of seminars, leadership opportunities and other education programs
- ❑ Interviewed candidates for local scholarships and national grants and loans

- ❑ Presented scholarship candidate recommendation to membership for approval

**Fund Raising Committee Chairperson**

- ❑ Planned and implemented a fund-raising activity that netted \$5,000
- ❑ Presented recommendations for fund-raising projects to membership
- ❑ Researched and developed event themes
- ❑ Negotiated contracts with sites, speakers and caterers
- ❑ Publicized events to media and membership

**Membership Committee Chairperson**

- ❑ Planned and implemented recruitment campaign that resulted in 12 new members
- ❑ Organized activities that increased the retention of current members from 75 % to 80 %
- ❑ Supervised the formation of a new chapter that resulted in 30 new members
- ❑ Submitted reports to National Headquarters

**Program Committee Chairperson**

- ❑ Planned, selected and scheduled educational programs and speakers for meetings
- ❑ Negotiated contracts for sites, speakers and catering
- ❑ Arranged speaker transportation, lodging and meals
- ❑ Communicated meeting and special events details to membership

**Publicity Committee Chairperson**

- ❑ Wrote, designed brochures and news releases
- ❑ Publicized special events and programs
- ❑ Maintained good contact with media
- ❑ Acted as spokesperson to media



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