




Leadership Guide for Membership Recruitment



**KNIGHTS
OF COLUMBUS**
IN SERVICE TO ONE. IN SERVICE TO ALL.

Table of Contents

Introduction	4
 Membership Overview	5
Assessing Your Council	5
Planning and Implementation	5
District Meetings	6
Effective Administration	6
Membership Satisfaction Survey	9
Council Inventory	11
Membership Exit Questionnaire	23
Planning Guide for an Effective Council	13
 Recruitment	7
Recruiting Resources	7
Recruitment Ideas	7
25-Minute Membership Survey	22
 Retention	21
Prospective Member Education and Orientation	21
Quality Degree Exemplifications	19
New Member Council Orientation	20
 Public Relations	26
Council Communications	27

Introduction

A comprehensive membership development plan must incorporate well-developed strategies for:



Recruitment of new members

Retention of current members

Membership development is the most important element of a successful council. A well-crafted membership development strategy is essential for your council to operate efficiently and to serve others in the areas of Church, community, council, family and youth.

Membership in the Knights of Columbus must provide value for the members' time, energy (through programs and activities), and annual dues while offering spiritual development for him and his family.

The purpose of this resource guide is to help council leaders and district deputies identify and implement effective strategies for membership development that will continue to help grow our Order.

Membership Overview



Assessing Your Council

Regular assessment is essential to maintaining effective and successful council operations. Create assessment tools that meet your council's specific needs and help it to identify opportunities to make yourself relevant to the members, the Church and the community. Assign a committee to assess the relevance of current council programs and the amount of membership involvement in council activities.

COUNCIL ASSESSMENT SUGGESTION:

Ask a panel of non-members to assess your council's service programs and to give opinions on how the council is viewed by the community and on how to improve that image. The insight gained from this unbiased panel will prove to be very valuable to your council.

There are various tools available to help councils identify opportunities to become more relevant to their members, the Church and the community. Member satisfaction should be the goal towards which all council changes are directed. The tools found at the end of this chapter can assist council leaders in determining which programs require additional attention and improvement, as well as providing new programming ideas.



Planning and Implementation

Once the assessment is completed and the results are compiled, it is important to ensure that action is taken on the findings. Construct a plan that comprises a list of strategies and resources that include the district deputy, as well as all of the council officers. Develop a step-by-step action plan for a programming and recruitment campaign that includes goals, target completion dates, and follow-through procedures.

The council's membership team should take an active role in constructing plans for improved recruitment and retention efforts. More information on resources related to membership development will be covered later in this guide.

Member satisfaction should be the goal towards which all council changes are directed.



District Meetings

A district-wide meeting of all councils is an excellent opportunity to train grand knights to recruit, retain and expand their membership base. Every council should make arrangements to send their grand knight to these meetings when they are scheduled by the district deputy. Councils should also consider sending their deputy grand knights as well in an effort to train future council leadership before they take office. When possible the membership and program directors should also attend these meetings.

Effective Administration

Maintaining accurate council records and staying in touch with the entire council membership is vital to maintaining a satisfied base of members. If your council offers programs that are of interest to a majority of the membership — more members will participate on a regular basis. Likewise, annually evaluate your service programs in terms of council membership interest, effectiveness, and the need for the project in the community. Perhaps it's time to implement a new program that has more widespread appeal to existing members as well as prospective knights. Your council may want to appoint some recent recruits to explore local Church and community needs and propose new program ideas to address those needs. For a list of suggested service programs that any council can implement, refer to the *Surge with . . . Service* booklet (#962).

Membership Satisfaction

Is your council filling the needs of its membership? Is your council a vehicle by which your members fulfill their need to serve others and the Church?

You may think so because none of the members express any issues. However, it is human nature not to be negative about issues directly to others. One very informative way to solicit constructive feedback from your council members is to ask them to complete a Membership Satisfaction Questionnaire. Don't make the mistake of "thinking" that you know your members and that they are all 100 percent happy with the direction the council is headed. Let your members give their opinions and make their own suggestions in this confidential manner.

Recruitment



Qualifications of membership

The identification and selection of qualified members are the first steps in a productive and fulfilling recruitment process. Proper selection will increase your council's rate of retention and reinforce a positive attitude towards recruitment.



Recruitment Resources

A successful recruitment strategy involves effective and relevant council service programs that allow members to become active. It also includes good public relations that allow the general public to become aware of the services that the council is providing to the Church and the community. Councils must also ensure that their meetings are interesting and include everyone so that the voice of the council membership can be heard.

In an effort to educate our prospective members about the mission of the Order's councils need to provide them with some of the basic facts about our mission and our history. The Knights of Columbus Supply Catalog contains a wide range of recruitment materials available for ordering by any of our local councils. Councils should be sure to have an ample supply of materials on hand during recruitment drives so that potential members can have the information in hand even after the membership drive is over.



Recruitment Ideas

At times it can seem like we've tried everything with regards to recruiting new members. Here are some ideas that have been successfully implemented in councils:

- ✓ Have five Knights join together with the goal of recruiting one new member.
- ✓ Honor each proposer at the monthly meeting or in the council newsletter.
- ✓ Consult the "Knights in Action" section of *Columbia* magazine to get ideas of what other councils are conducting with regards to service programs that can attract new members
- ✓ Have the grand knight ask three council members as a personal favor to each propose a new member.
- ✓ Ask each council member to submit the names of three prospective members to the membership director.
- ✓ Be sure that each member has a Form #100 in his wallet — you never know when a prospect will appear.

- ✓ Make sure that your council has a clear membership goal that is communicated to the entire council membership.
- ✓ Include a prospect referral card with the council's monthly newsletter mailing.
- ✓ Produce a council brochure or handout that highlights the best service programs in the areas of Church, community, council, family and youth.
- ✓ Review and contact those men on the council's former and inactive member list and ask them to consider rejoining the Order.

Suggested Recruitment Action Plan Items

Councils can use the suggested recruitment ideas listed to foster year-round membership recruitment or they can implement their own ideas. Either way, in order for any council to remain a viable entity it must constantly grow, so some type of recruitment needs to be done on a regular basis.

- ✓ Hold a family event/outing (picnic, sporting event, trip to amusement park) and be sure to invite all your prospects.
- ✓ Conduct an Open House — invite prospective families that attended the family event.
- ✓ Schedule First Degree exemplification.
- ✓ Schedule a Family Corporate Communion (hold breakfast/social after event).
- ✓ Invite fellow parishioners to join the Knights at Mass and/or special event.
- ✓ Conduct Church Drives after weekend Masses.
- ✓ Schedule a First Degree on near Columbus Day .
- ✓ Conduct a council “Family Reunion”. Invite former council members, and non-active members to a social event.
- ✓ Conduct an invitation program — focus on one-on-one or two on one recruiting.
- ✓ Schedule a First Degree exemplification early each month.
- ✓ Schedule a membership drive at every parish that your council supports during the Order's Founders Day Celebrations.

Membership Satisfaction Questionnaire

Name: _____
(Optional)

This survey is intended for use by a Knights of Columbus council. All council members should complete this questionnaire to help assess member satisfaction with council activities and administration. Please return completed forms to the Financial Secretary. Your responses are confidential and very much appreciated.

Do you feel welcome in our Knights of Columbus council? Yes No

I have not been approached to become active in any programs

Other members have not made an effort to interact with me

I have not made an effort to meet other members

How do you feel about the council's level of involvement in the following areas of service?

ACTIVITY

Level of Council Involvement

New Member Orientation.....Excessive Adequate Insufficient

Membership Recruitment Drive.....Excessive Adequate Insufficient

Faith Based Activities.....Excessive Adequate Insufficient

Family Programs.....Excessive Adequate Insufficient

Fundraisers.....Excessive Adequate Insufficient

Youth Programs.....Excessive Adequate Insufficient

Support of the Local Parish.....Excessive Adequate Insufficient

Fraternal Activities.....Excessive Adequate Insufficient

Have you participated in a council activity? Yes No

How did you become involved? I volunteered I was asked

Please indicate your involvement in the following types of activities:

ACTIVITY

Level of Council Involvement

Membership Recruitment Drives Involved I would like to be involved



- | | | |
|-----------------------------|-----------------------------------|--|
| New Member Orientation | Involved <input type="checkbox"/> | I would like to be involved <input type="checkbox"/> |
| Family Involved Activities | Involved <input type="checkbox"/> | I would like to be involved <input type="checkbox"/> |
| Faith Based Programs | Involved <input type="checkbox"/> | I would like to be involved <input type="checkbox"/> |
| Fundraisers | Involved <input type="checkbox"/> | I would like to be involved <input type="checkbox"/> |
| Youth Programs | Involved <input type="checkbox"/> | I would like to be involved <input type="checkbox"/> |
| Support of the Local Parish | Involved <input type="checkbox"/> | I would like to be involved <input type="checkbox"/> |
| Fraternal Activities | Involved <input type="checkbox"/> | I would like to be involved <input type="checkbox"/> |
| Other _____ | Involved <input type="checkbox"/> | I would like to be involved <input type="checkbox"/> |

I am very satisfied / satisfied / dissatisfied with my participation in council activities and programs.
(Circle the appropriate response)

If you are dissatisfied, why? (Please mark all that apply)

- | | |
|--|--|
| <input type="checkbox"/> Insufficient Communication about Programs | <input type="checkbox"/> Lack of Resources |
| <input type="checkbox"/> Personality Conflicts | <input type="checkbox"/> Lack of Support from Others |
| <input type="checkbox"/> Cost | <input type="checkbox"/> Time Conflicts |
| <input type="checkbox"/> Insufficient Family Involvement | <input type="checkbox"/> OTHER: _____ |

Do you enjoy our council business meetings? Yes No

Circle your answer to each question:

The amount of spiritual enrichment in our meetings is *adequate / reasonable / inadequate*.

The length of our meetings is *adequate / reasonable / inadequate*.

Our meeting time is *convenient / inconvenient*. Alternate time: _____

Our meetings are *well organized / poorly organized* and run *on time / too long*.

During meetings, *all opinions are welcomed / the ideas of only a few are listened to*.

How do your spouse and family feel about your involvement in the Knights of Columbus?

- | | |
|--|--|
| <input type="checkbox"/> They are proud of my involvement | <input type="checkbox"/> Feels it is too much time |
| <input type="checkbox"/> Wants to be involved also | <input type="checkbox"/> Feels it costs too much |
| <input type="checkbox"/> Seeks interaction with other families | <input type="checkbox"/> Other: _____ |

Thank you; please return to your Financial Secretary



Council Membership Inventory

This form will help your council officers take a self inventory to determine the effectiveness of the council with regards to its mission of service.

Effective councils are able to sustain and grow their membership

1. Number of members as of June 30th of the prior fraternal year: _____
2. Peak council membership since the institution of the charter: _____
3. Net membership gain this fraternal year: _____
4. Average monthly meeting attendance: _____
5. What orientation does your council give to new members?

6. Does your council host a regular informational session for new and existing members? YES NO If Yes, Explain:

Effective councils are able to implement successful programs that address the needs of the Church and their community

7. List those programs that your council conducts in the following service areas:

CHURCH:

COMMUNITY:

COUNCIL:

FAMILY:

YOUTH:



Effective councils continually monitor and adjust their operations

8. How frequently do your council officers meet?
9. When was the last time the council roster was reviewed?
10. Does the council have a newsletter? YES NO

If yes, how often is it published?

If no, how do council members become informed about council events and issues?

11. When was the last council program that the local media was invited to cover?

The event was covered by (Circle One): RADIO TV NEWSPAPER

12. Does the council budget include money for promotion of its programs and activities? If so, how much?
13. How often does you council review its programs and add or remove programs for the schedule?
14. Does your council use the Membership Interest Survey results as a basis for what programs should be planned due to member feedback?



Planning Guide for an Effective Council

Our council has established the following membership goal for the upcoming fraternal year:

Our council will strive to have _____ members by June 30th _____.

We have identified the following sources of potential membership within the community, they are:

_____	_____	_____
_____	_____	_____
_____	_____	_____

How does the council plan to achieve its membership goals? (Check all that apply)

- Appoint a committee to conduct open house recruitment drives that clearly explain the membership requirements to prospect Knights and their families.
- Assign each new member a mentor to guide him through his first year as a Knight.
- Recognize council recruiters at each council meeting.
- Conduct a public relations campaign to let the surrounding community know about the programs and the mission of the council.
- Participate in the Order's Star Council Award program.
- Develop a retention plan that focuses on maintaining a high level of enthusiasm through participation in interesting programs, spiritual events and family oriented social functions.
- Other (please describe):

What makes this a good council to attract new members?

What aspects of this council could pose a barrier to attracting new members?



Our council has established the following service goals for the upcoming fraternal year:

For our Church:

For our Community:

For Council Activities:

For our Families:

For our Youth:

How does the council plan to achieve its service programming goals? (*Check all that apply*)

- Develop a calendar of interesting programs, spiritual events and family-based activities that get existing members involved and that will attract new members to the council.
- Conduct a detailed review of current council programs.
- Contact those council members who have expressed interest in a program when that program is going to be conducted.
- Conduct a parish needs assessment with the local pastor to determine how your council can best assist your parish(es).
- Create a project calendar for the entire fraternal year that schedules out programs in the areas of Church, community, council, family and youth.
- Utilize the Surge with...Service kit to maximize your councils programming potential.
- Other: _____



Leadership Development

Our council has established the following goals for developing the future leaders of the Order.

How does the council plan to develop leaders during the fraternal year? (Check all that apply)

- Encourage committee chairmen to run for council office.
 - Encourage active past grand knights to inquire with the state deputy about possible appointments as a district deputy.
 - Arrange for the district deputy to make a leadership development presentation at the council meeting.
 - Assign every new member to a program committee that is of interest to him.
 - Ask each council officer to mentor a potential future council leader.
 - Other: _____
-

General Administration

What plans has the council made to carry out the administrative tasks required for an effective and properly run council? (Check all that apply)

- Council officers meetings have been scheduled on a regular basis.
- Regular council meetings are scheduled for: _____ (time, location)
- Council members are informed of the meeting via: _____.
- Council officer elections are scheduled for: _____.
- Our council will send _____ members to the state convention.
- A council newsletter editor has been appointed and the newsletter will be published _____ times a year.
- The council Web site will be updated _____ times a year and it will feature the grand knight's contact information for prospects who want information on joining.
- The council has a functioning Admissions Committee that meets monthly.
- The council has a first degree scheduled on the _____ day of each month.
- The council conducts required semiannual audit.







New Member Orientation and Mentoring Worksheet

In order for a new member to assimilate into the council, he must become connected to the other council members and become aware of the many programs that are available to them within the council.

The Shining Armor Award program is a great tool for getting a new member active in your council from the moment he takes his First Degree. One other way to ensure that a new member gets started off on the right foot within the council is to assign him a mentor for his first year of membership, this person can be his proposer or a Knight that the new member knows.

Another effective orientation tool is a checklist for a new member to use that outlines the many opportunities for gaining knowledge about the Knights of Columbus and how to become active in council programs. The check list found below should be delivered to the new member by his mentor soon after the First Degree. The mentor Knight should offer assistance to the new member in completing the checklist.

Welcome to the Knights of Columbus

Name: _____

Brother _____ has been assigned to be your mentor; he will answer your questions about council procedures, meeting dates and times and help you to get the most out of your Knights of Columbus membership. Completion of the items listed below within six months will greatly expand your vision about opportunities for service through your membership.

Date Completed

1. Read two or more of the following
(Ask your mentor how to obtain copies of each)
 - Columbia Magazine..... _____
 - Parish Priest..... _____
 - These Men They Call Knights..... _____
 - By Their Works..... _____
 - The Surge with . . . Service Manual..... _____
 - Did You Know..... _____
2. Watch *Experience of a Lifetime* Video..... _____
3. Explore WWW.KOFC.ORG..... _____
4. Attend the following:
 - A council service project of interest to you..... _____
 - A service project committee meeting..... _____
 - A council social with your family..... _____
 - Mass with the council members..... _____
5. Complete one or more of the following tasks:
 - Actively assist in a service project..... _____
 - Interact during a council meeting..... _____

Please submit this completed form to your mentor before your six month anniversary





Membership Prospect Survey

Your Name: _____

Your Phone #: (_____) _____

Date: _____ E-mail: _____

Neighbor across the street from your home:

Name: _____ Phone #: _____

Neighbor to the right:

Name: _____ Phone #: _____

Neighbor to the left:

Name: _____ Phone #: _____

Other neighbors:

Name: _____ Phone #: _____

Name: _____ Phone #: _____

Name: _____ Phone #: _____

Name: _____ Phone #: _____

Co Workers:

Name: _____ Phone #: _____

Name: _____ Phone #: _____

Name: _____ Phone #: _____

Name: _____ Phone #: _____

Name: _____ Phone #: _____

Name: _____ Phone #: _____

Dr's Name: _____ Phone #: _____

CPA's Name: _____ Phone #: _____



Lawyer's Name: _____ Phone #: _____

Dentist's Name: _____ Phone #: _____

Local Priest:

Name: _____ Phone #: _____

City Firemen:

Name: _____ Phone #: _____

Name: _____ Phone #: _____

Name: _____ Phone #: _____

Name: _____ Phone #: _____

Name: _____ Phone #: _____

Local Law Enforcement:

Name: _____ Phone #: _____

Name: _____ Phone #: _____

Name: _____ Phone #: _____

Name: _____ Phone #: _____

Name: _____ Phone #: _____

City Officials:

Name: _____ Phone #: _____

Name: _____ Phone #: _____

Name: _____ Phone #: _____

Name: _____ Phone #: _____

Name: _____ Phone #: _____

Others:

Name: _____ Phone #: _____

Name: _____ Phone #: _____

Please submit your completed list to your Grand Knight.



Retention

Retaining good members is as critical to the Order's long-term success and health as the induction of new members. Retaining current members while building your membership through recruitment is more productive and cost effective than constantly replacing members lost through attrition. In addition, your new members will become better versed in the council's administration through interaction with a strong base of experienced and actively involved Knights to serve as mentors.

Involving new and existing members in the operation of the council is one of your best retention tools. Council members who are actively involved and who feel that their input is listened to and taken seriously are far more apt to retain their membership and aspire to a leadership position. When getting members active be sure to focus not only on experienced Knights, but also get brother Knights who have been members for less than three years involved in programs that are of interest to them.



Prospective Member Orientation

Proper membership orientation should begin well before the First Degree ceremony. A good member orientation program provides a potential member with the realistic expectations, benefits and obligations of their membership in the Order.

In general, an informational program for new members should cover the following subjects:

- A history and an overview of the Order and its mission.
- A Knight's service to Church, community, council, family and youth.
- Council programs and how the new member can become involved.
- Council, district and state council structure.
- The annual financial obligations of membership.

You may also wish to distribute your council's newsletter to show the new member what activities your council is conducting and a current issue of *Columbia* so that they can better appreciate the scope of the Order's mission. Councils might also consider showing the video *Experience of a Lifetime* to illustrate how actual members' lives have been impacted through joining the Order.



First Degree

The day that a man becomes a Knight can be the beginning of a lifetime of active involvement and achievement. Every First Degree must be treated as a special occasion since it is that new member's first experience with the Knights of Columbus. A meaningful and properly conducted First Degree will also allow current members to reaffirm their commitment and pride in the Order.

25-Minute Prospect Survey

Survey Instructions for Council Officers

- ✓ Meet with the council's membership team and a local degree team before you conduct the recruitment survey. Agree on a coordinated plan to get all new members to a First Degree as quickly as possible once they are recruited.
- ✓ At the next council meeting, distribute copies of the survey to those in attendance, and mail a copy to those members that were unable to attend with a letter from the grand knight explaining the survey's importance.
- ✓ Advise the membership to list quality people who meet the requirements for membership.
- ✓ Once completed, have the members circle those people on the survey that they feel should be approached about membership in the next week or two.
- ✓ Collect the surveys and distribute them to the members of the council membership team for immediate follow through with the circled names and later follow through with all other names.
- ✓ During a meeting with a prospect, the membership team members should be sure to refer to the Knight who recommended the prospect for membership and invite him to the next informational night.
- ✓ Be sure to have an Admissions Committee meeting and a degree date schedule available for all prospects.



Membership Exit Survey

Name: _____
(Optional)

We regret that you are leaving the Knights of Columbus. This questionnaire will help us to assess your satisfaction with your experience as a member of our council. The information that you provide will help us better service both current and future council members. Please return this survey to the council's Financial Secretary.

Why are you leaving the council? (Please mark all that apply)

- Relocation to a new area * My religious needs were not met
- Lack of time to be active My need to service was not met
- Lack of communication My networking expectations were not met
- Financial constraints Competing priorities
- Did not feel included Other: _____

* If you are moving, would you consider transferring to a council in your new place of residence?

YES NO

Your new address will be: _____

NOTE: The Financial Secretary will inform the State Council of your wish to transfer and work with the Supreme Council to contact a council in that area.

Did you participate in council programs and social events? YES NO

How did you become involved? I had to ask and volunteer I was asked

Does the council have a newsletter to notify members of upcoming events and of meeting times? YES NO

Was the council meeting time made known to you? YES NO

Was the meeting time and day convenient for you? YES NO

If no, did you let the grand knight know about your time conflict? YES NO

During monthly council meetings were you asked to have some input? YES NO

Why did you join the Knights of Columbus?

Did the council satisfy your original reason for joining? YES NO

THANK YOU FOR TAKING THE TIME TO COMPLETE THIS QUESTIONNAIRE AND FOR
YOUR COMMITMENT TO IMPROVING OUR COUNCIL







Action Steps to Membership Retention

IDENTIFY

Identify qualified members of your community and the local parish. Retention of members can be greatly improved by being sure that you recruit quality members. These individuals should be of strong character and have a commitment to service.

INFORM

A well-informed prospective member will be an easy to retain member. Give each prospect a copy of the council's brochure so he knows what programs and activities the council conducts annually. A recent copy of *Columbia* magazine will help give any prospect a global view of the Order.

ORIENT

Orient the prospect about the council's and the Order's mission properly and completely. A well-conducted orientation program will ensure that the new member gets off to a fast start in council programs that serve the Church and his community, while strengthening his family life.

INDUCT

Be sure that the First Degree is meaningful and that it is conducted in a professional manner as it is the member's first true interaction with the Order. A new member should be provided with the following:

- K of C lapel pin
- Rosary
- *These Men They Call Knights* booklet

EDUCATE

Educate every Knight. Some members withdraw or become suspended from the Order because they feel uninformed or uninvolved. Educate council members so that they have enough knowledge to take the initiative and become active.

INVOLVE

Place the new member on a service project committee of interest to him right away. It is a very unfortunate occurrence when you receive a letter from a member stating that he doesn't wish to remain a member because he "didn't feel a part of the council." By having the new members complete an interest survey, you'll know when to contact them to become active and on what projects they want to work.

Public Relations

Why would you join an organization that you don't know anything about? Public awareness of the many service programs conducted by the Knights of Columbus is essential for both telling our story and attracting more members to exponentially expand our membership base.



Promoting your Council

Here are some suggestions for promoting your council that will produce results with regards to publicity and subsequent membership growth:

- Develop a Knights of Columbus Web site for your council and encourage other councils in your district and in the state to link to it.
- Publicize the council's service programs as well as the resulting benefits to the community in local papers. Local papers are far more apt to print "human interest" stories for your council than a larger city/statewide newspaper.
- Be sure to include photos of activities in progress — action photos get your story published over pictures of people standing around or shaking hands.
- Build a working relationship with the editors of your local newspapers, they'll be far more likely to print your stories if you've had a chance to explain the Order's mission and your stories are of public interest.
- See the *Getting Your Message Across* booklet (#2235) for more ideas on promoting your council.



Public awareness of the many service programs conducted by the Knights of Columbus is essential to expanding our membership base.



Council Communications

If you want people to become actively involved, you need to inform them about what is occurring in the council with regards to membership growth, service programs being planned and conducted and social events.

Effective council communications

Councils that run successful programs year in and year out usually have one thing in common, they communicate what is going on in the council to the membership. If you want to have a good turnout for any event or service project a council must let its membership know what is being planned well in advance.

How does this get accomplished? Councils need to have a regular monthly newsletter that is both informative and that solicits the involvement of the entire membership. The main reason that members have given in the past for leaving the Order is a “lack of communication” about what’s going on. A newsletter is the best way to keep people apprised of upcoming council events, the schedule of social events and a general list of what’s going on.

As the Order heads into the future, councils should also consider setting up an informative Website that keeps both members and the world up to date on the council’s service programs and charitable giving.



KNIGHTS OF COLUMBUS

1 COLUMBUS PLAZA NEW HAVEN CT 06510-3326