

LEADERSHIP ROLES



DISTRICT DIRECTOR

As the district director, you are responsible for directly administering and overseeing the district's day-to-day operations, finances and human resources. You are the only officer who is authorized to sign off on contracts.

Fortunately, you have a team of district leaders to help you fulfill these responsibilities. You must empower your district leadership team members to work together toward the district mission, while supporting each one in his or her development as a leader. Together with your district leadership team, you participate in District Leader Training, Mid-year Training and online training via the District Leader Tutorials on the Toastmasters International website.

To serve as district director, you must have served at least six consecutive months as a club president and at least 12 consecutive months as a program quality director, club growth director or division director, or a combination thereof at the time you take office. See **District Administrative Bylaws, Article VII: Officers**, (d) Qualifications.

▲ DISTRICT DIRECTOR RESPONSIBILITIES

Guidance

The district director supervises and guides all elected and appointed district leaders and is responsible for their success. Your leadership skills provide more than just a means of directing and facilitating the work of the district; your personal leadership style sets the tone and direction for the entire district.

It is the district director who inspires and motivates team members to achieve goals, keeping in mind their development needs.

The district director delegates tasks and authority as appropriate.

When conflicts arise, the district director assists in their resolution.

The district director collaborates with people inside and outside of the district to achieve district goals.

Financial Resources

As district director, you have fiduciary responsibility and are accountable for the district's management of funds that support the district mission. You administer and oversee the district's financial resources.

Along with the district executive committee, the district director prepares the district budget to be approved by the district council.

The district director authorizes all purchases on behalf of the district.

For a full list of district director competencies, visit www.toastmasters.org/districtleadercompetencies.

District Director Resources

District Leader Tools	www.toastmasters.org/districtleadertoolkit
District Success Plan	www.toastmasters.org/dsp
District Finance	www.toastmasters.org/districtfinance
<i>Distinguished Club Program and Club Success Plan</i> (Item 1111)	www.toastmasters.org/1111
Governing documents	www.toastmasters.org/govdocs
District Leader Tutorials	www.toastmasters.org/districttutorials
<i>Toastmasters International District Recognition Program</i> (Item 1490)	www.toastmasters.org/1490
Distinguished Performance Reports	www.toastmasters.org/distinguishedperformancereports
<i>Managing District Finances: A Guide for District Leaders</i> (Item 1307)	www.toastmasters.org/1307

Presiding Officer

At district executive committee meetings and district council meetings, the district director serves as presiding officer. This means the district director manages the proceedings and keeps the agenda moving forward. As district director, you are expected to manage procedural matters in the conduct of the meeting, and to apply *Robert's Rules of Order Newly Revised* when applicable. You may purchase this book at amazon.com.

It is the district director's responsibility to appoint district leaders and committees as provided for in the **District Administrative Bylaws**, subject to approval by the district council.

Operations

The district director works with Toastmasters International on matters related to district operations.

It is the district director who is responsible for preparing and submitting all plans and reports to World Headquarters.

The district director leads the district to success by helping clubs reach goals related to education, membership and training.

The district director has a working knowledge of Toastmasters governing documents and manuals for district and club leaders.

To serve the needs of members, the district director is adaptable and willing to change when needed.

DISTRICT ADMINISTRATIVE BYLAWS

Article VII: Officers, (b) Elective Officers

No district officer may be re-elected to the same office for succeeding terms in which a full year has been served, except that the division directors may be re-elected to succeed themselves for one term.



PROGRAM QUALITY DIRECTOR

As the program quality director, you are responsible for all aspects of education and training within the district. This includes supporting quality club programming efforts, promoting the Distinguished Club Program and planning, organizing and executing the district conference. You are also responsible for promoting and supporting club quality and member retention.

Together with your district leadership team, you participate in District Leader Training, Mid-year Training and online training via the District Leader Tutorials on the Toastmasters International website.

To be program quality director, you must have served at least six consecutive months as club president and at least 12 consecutive months as a program quality director, club growth director, division director or area director. Once you serve as program quality director for a full year, you may not be re-elected to the same office for a succeeding term. See **District Administrative Bylaws, Article VII: Officers**.



PROGRAM QUALITY DIRECTOR RESPONSIBILITIES

Education Goals

As program quality director, you promote all members in achieving education awards and recognizing those achievements.

The program quality director oversees and promotes training for club, area and division officers.

As program quality director, you are familiar with education and training resources on the Toastmasters website as well as manuals for club and district leaders.

Training Programs

As program quality director, you plan, organize and direct the district's training programs.

It is your responsibility to make sure division, area and club leaders are properly trained to fulfill their roles and responsibilities.

Part of your training program duties involve selecting training coordinators and facilitators to conduct district training programs and supporting them in their efforts.

As program quality director, you are responsible for managing a network of trainers as well as soliciting feedback from training participants regarding the trainers.

As your administrative year comes to a close, work closely with the incoming program quality director so that training programs transition smoothly.

For a full list of program quality director competencies, visit www.toastmasters.org/districtleadercompetencies.

Program Quality Director Resources

District Leader Tools	www.toastmasters.org/districtleadertoolkit
Speech contests	www.toastmasters.org/speechcontests
<i>Speech Contest Rulebook</i> (Item 1171)	www.toastmasters.org/1171
Speech contest frequently asked questions	www.toastmasters.org/speechcontestfaq
The Toastmasters Education Program	www.toastmasters.org/membereducation
Training club and district leaders	www.toastmasters.org/districttraining
<i>How to Be a Distinguished Club</i> (Item 299)	www.toastmasters.org/299
District Leader Tutorials	www.toastmasters.org/districttutorials
Governing documents	www.toastmasters.org/govdocs
<i>Managing District Finances: A Guide for District Leaders</i> (Item 1307)	www.toastmasters.org/1307
Tools and products for district conference	www.toastmasters.org/districtproductguide

District Executive Committee

The program quality director is the second-ranking member of the district executive committee. In the absence of the district director, the program quality director presides over the body.

In consultation with and subject to the approval of the district director, you appoint a district conference chair, training coordinators and committee chairs to promote education achievements within clubs.

District Conference

It is the program quality director who is responsible for all aspects of the district conference. You plan, organize and direct the event.

You will be responsible to work with the district director to ensure all costs and contracts are acceptable. The district director will be the final signatory for all district event contracts.

As program quality director, you supervise the selection of the district conference site.

You are responsible for the educational content presented at the conference.

Speech Contests

As program quality director, you coordinate and supervise the International Speech Contest at the district level.

Keep in mind that all district-level speech contests are conducted only at the annual district conference.

The program quality director facilitates a smooth flow of information at speech contests.

As program quality director, you have a working knowledge of the *Speech Contest Rulebook* (Item 1171).



CLUB GROWTH DIRECTOR

As the club growth director, you are responsible for all aspects of marketing, club-building and club-retention efforts within the district. This includes defining an overall marketing strategy for the district, developing outreach and retention efforts with existing community and corporate clubs and penetrating new markets. Additionally, the club growth director supports challenged clubs and helps them to become Distinguished.

Together with your district leadership team, you participate in District Leader Training, Mid-year Training and online training via the District Leader Tutorials on the Toastmasters International website.

To be club growth director, you must have served at least six consecutive months as club president and at least 12 consecutive months as a program quality director, club growth director, division director or area director. Once you serve as club growth director for a full year, you may not be re-elected to the same office for a succeeding term. See **District Administrative Bylaws, Article VII: Officers**.



CLUB GROWTH DIRECTOR RESPONSIBILITIES

Marketing Strategy

The club growth director develops a marketing plan in conjunction with district team members. This marketing plan introduces new initiatives and guides the district in meeting membership and club-growth objectives.

With the district director's approval, the club growth director appoints members to chair club growth committees, such as the club extension chair, club quality chair, club retention chair and club new source research chair. These positions form the district marketing team. Once formed, these committees help the club growth director to design, develop and implement district marketing projects.

As the brand steward at the district level, the club growth director is responsible for ensuring that the district adheres to Toastmasters International brand standards.

Membership and Club Growth

As club growth director, you recruit, train and supervise a strong club-building team; you work closely with the region advisor to meet the district's membership and club-building goals.

In collaboration with and subject to the approval of the district director, the club growth director appoints committee chairs as necessary to aid in the organization of new clubs in the district.

It is your responsibility, as club growth director, to assist the club and the district director to appoint club sponsors, mentors for new clubs and club coaches for existing clubs that are struggling. Once appointed, you train, motivate and supervise the club sponsors, mentors and coaches and manage the Club Coach program to help weak clubs achieve recognition in the Distinguished Club Program.

For a full list of club growth director competencies, visit www.toastmasters.org/districtleadercompetencies.

Club Growth Director Resources

District Leader Tools	www.toastmasters.org/districtleadertoolkit
Club Growth Director Handbook (Item 110)	www.toastmasters.org/110
Toastmasters marketing resources	www.toastmasters.org/marketingresources
District marketing team	www.toastmasters.org/districtmarketingteam
Logos, Images and Templates	www.toastmasters.org/logos
Membership-building programs	www.toastmasters.org/membershipbuilding
Club Mentor Program Kit (Item 1163)	www.toastmasters.org/1163
Club Coach Program	www.toastmasters.org/clubcoach
Sponsor, mentor and coach training materials	www.toastmasters.org/sponsormentorcoachtrain
District Leader Tutorials	www.toastmasters.org/districttutorials
Governing documents	www.toastmasters.org/govdocs
<i>Managing District Finances: A Guide for District Leaders</i> (Item 1307)	www.toastmasters.org/1307
Insightly	www.insightly.com

Division, Area and Club Administration

The club growth director monitors division, area and club administration to ensure forms, reports, lists and other information are submitted to World Headquarters in a timely manner. This includes the **Area Director's Club Visit Report** and club officer lists.

As club growth director, you provide quantitative feedback regarding district progress at district leadership meetings.

District Executive Committee

The club growth director is the third-ranking member of the district executive committee, presiding over that body and the district council in the absence of the district director and program quality director.

Each month, you report on the activities of the district marketing team to the district executive committee. It is your responsibility to delegate and hold district marketing team members accountable.



ADMINISTRATION MANAGER

As the administration manager, you are responsible for maintaining the historical records of the district, recording and distributing meeting minutes and otherwise maintaining accurate, timely records of district business.

The administration manager may be elected or appointed at the will of the district director, subject to the approval of the district executive committee and confirmation by the district council. You are eligible for re-election or re-appointment for one succeeding term only. The office of administration manager and finance manager may be combined. See **District Administrative Bylaws, Article VII: Officers, (c) Other Officers**.

ADMINISTRATION MANAGER RESPONSIBILITIES

Meeting Minutes

As administration manager, it is your responsibility to record, organize and keep accurate minutes of district executive committee meetings and district council meetings.

Documents

The administration manager upholds the **District Administrative Bylaws** and district procedures, and keeps a permanent history of district accomplishments.

Correspondence

The administration manager is responsible for all district correspondence.

As administration manager, you help prepare the mailing of announcements for district meetings, copies of minutes, and other district reports to clubs.

For a full list of administration manager competencies, visit www.toastmasters.org/districtleadercompetencies.

Administration Manager Resources

Club Leadership Handbook
(Item 1310)

www.toastmasters.org/1310

District Leader Tutorials

www.toastmasters.org/districttutorials

Governing documents

www.toastmasters.org/govdocs



FINANCE MANAGER

As the finance manager, you are tasked with the fiscal oversight and management of the district. The finance manager works closely with the district director, program quality director and club growth director to ensure that the district is making cost-effective decisions—within policy—that result in effective fiscal management.

The finance manager should have knowledge of accounting and be acquainted with the handling of financial matters.

The finance manager may be elected or appointed at the will of the district director, subject to the approval of the district executive committee and confirmation by the district council. You are eligible for re-election or re-appointment for one succeeding term only. The office of administration manager and finance manager may be combined. See **District Administrative Bylaws, Article VII: Officers, (c) Other Officers.**

FINANCE MANAGER RESPONSIBILITIES



Budgeting

As the finance manager, it is your job to develop, plan and recommend a program for using district financial resources.

This includes assisting the district director in developing a realistic budget based upon the goals of the district.

As finance manager, you also record, monitor, forecast and evaluate the district's financial performance.

The finance manager is responsible for the requisition, receipt and disbursement of district funds.

Profit and Loss Statements

Each month, the finance manager is responsible for recording revenues and expenses in the district accounting system; the finance manager is also responsible for reconciling district, division, area and conference bank accounts. In addition to these duties, the finance manager submits the profit and loss statement to the following groups during the time frames specified below:

- **District directors, program quality directors and club growth directors:** monthly
- **World Headquarters, district executive committee and district council:** quarterly
- **District audit committee:** semi-annually

When the profit and loss statement is submitted to the district audit committee, the finance manager must also submit all financial information and records. This allows the committee to review financial results and perform the Mid-year or Year-end audits.

For a full list of finance manager competencies, visit www.toastmasters.org/districtleadercompetencies.

Finance Manager Resources

District Finance	www.toastmasters.org/districtfinance
District financial questions	districtfinancialquestions@toastmasters.org
Governing documents	www.toastmasters.org/govdocs
District Leader Tutorials	www.toastmasters.org/districttutorials
<i>Managing District Finances: A Guide for District Leaders</i> (Item 1307)	www.toastmasters.org/1307

District Assets

As finance manager, it is your responsibility to account for all district fixed assets and inventory.

District Finance Training

As finance manager, it is important to complete the online district finance training module provided via the District Leader Tutorials on the Toastmasters International website.

Upon taking office, you should be familiar with Toastmasters International's bylaws, policy and protocol. You should also be familiar with *Managing District Finances* (Item 1307), a comprehensive financial resource that can help you manage the fiscal responsibilities of your district.

It's also important for you to understand how to use the district accounting system. Training webinars on how to use this system are available on the Toastmasters International website at www.toastmasters.org/accountingsoftwarewebinars.



PUBLIC RELATIONS MANAGER

As the public relations manager, you are responsible for coordinating publicity efforts in the district. By establishing and maintaining lines of communication between the district and its members, as well as between the district and the public, you work to increase awareness of Toastmasters through all available media.

The public relations manager may be elected or appointed at the will of the district director, subject to the approval of the district executive committee and confirmation by the district council. You are eligible for re-election or re-appointment for one succeeding term only. See **District Administrative Bylaws, Article VII: Officers, (c) Other Officers.**

PUBLIC RELATIONS MANAGER RESPONSIBILITIES

Communication Plan

As public relations manager, you develop a comprehensive communication plan at the beginning of the program year. The purpose of this plan is to keep members informed of Toastmasters activities, news and events, such as District Leader Training.

You are also responsible for informing the local community about club and district events and member achievements, which enhances the public's awareness of the organization and its members.

In your role, you motivate members to get and stay involved. You also contribute content for your district's newsletter, website and social media sites.

Public Relations and Publicity

In order to attract new members, one of your responsibilities is to create a public relations plan that garners positive publicity in local media outlets.

Brand Stewardship

The public relations manager is the guardian of the organization's image: the Toastmasters brand. When communicating with members, prospective members and public and local media, the public relations manager considers Toastmasters branding guidelines and applies them to promotional materials as appropriate.



For a full list of public relations manager competencies, visit www.toastmasters.org/districtleadercompetencies.

Public Relations Manager Resources

Let the World Know (Item 1140)

www.toastmasters.org/1140

Public Relations Manager Training Webinar

www.toastmasters.org/publicrelations

Media Center

<http://mediacenter.toastmasters.org/>

Public Relations

www.toastmasters.org/publicrelations

Logos, Images and Templates

www.toastmasters.org/logos

District Leader Tutorials

www.toastmasters.org/districttutorials

Governing documents

www.toastmasters.org/govdocs



DIVISION DIRECTOR

As division director, your job is to lead and support the division through the supervision and support of the area directors.

One of your primary goals as division director is to ensure that each club achieves its mission and fulfills its responsibilities to its members.

To achieve this, you coordinate division activities, set division goals and assist in the training of area and club leaders.

To serve as division director, you must have served at least six consecutive months as a member of a district council. The division director may be re-elected to one succeeding term. See **District Administrative Bylaws**, Article VII: Officers.



DIVISION DIRECTOR RESPONSIBILITIES

Guidance

As division director, you provide motivation, guidance and supervision to area directors to help them fulfill their roles and responsibilities.

This includes contacting area directors at least monthly to discuss progress in the Distinguished Area Program, club visits and the Distinguished Club Program.

Division Progress

The division director participates in division director training provided by the district.

As division director, you report regularly to the district director, program quality director and club growth director on division progress.

For a full list of division director competencies, visit www.toastmasters.org/districtleadercompetencies.

Division Director Resources

<i>How to Build a Toastmasters Club</i> (Item 121)	www.toastmasters.org/build
<i>Club Leadership Handbook</i> (Item 1310)	www.toastmasters.org/1310
<i>Toastmasters International District Recognition Program</i> (Item 1490)	www.toastmasters.org/1490
<i>Distinguished Club Program and Club Success Plan</i> (Item 1111)	www.toastmasters.org/1111
<i>Speech Contest Rulebook</i> (Item 1171)	www.toastmasters.org/1171
<i>Training Club Leaders</i> (Item 217)	www.toastmasters.org/217
Governing documents	www.toastmasters.org/govdocs

Division Council

The division director serves as division council chair, holding at least two division council meetings each year.

At division council meetings, the division discusses each area's and each club's plan, goals and progress in their Distinguished programs and the need for assistance.

The division director reviews club leader training plans and achievements at the division council meetings.

As division director, you also discuss plans for division speech contests at division council meetings.

Distinguished Programs

As division director, you are responsible for your division achieving Distinguished division recognition.

It is also your job to assist area directors and clubs in achieving Distinguished recognition.

Speech Contests

The division director coordinates division speech contests and assists the area director with area speech contests.



AREA DIRECTOR

As area director, you serve as the direct liaison between the district and the clubs.

The **District Administrative Bylaws** provide for the selection of area directors either by appointment by the district director or by election by the area councils. Toastmasters International recommends that district directors appoint area directors.

Area directors conduct club visits twice a year within their respective areas to understand and support club needs. In turn, these visits help district leaders understand how to support and meet the needs of each club. It is important that area directors have the support they need to serve clubs. The success of the district depends on it.

Area directors are eligible for re-election or re-appointment for one succeeding term only. Ideally, area directors have served as members of a district council. See **District Administrative Bylaws, Article VII: Officers**.

▲ AREA DIRECTOR RESPONSIBILITIES

Guidance

As area director, you are responsible for leading your area by serving the needs of clubs.

In order to understand clubs' needs, the area director contacts club presidents monthly to discuss their performance in the Distinguished Club Program.

The area director also discusses district training and other district events with the area clubs.

As area director, you follow up on items identified during previous contact with club presidents.

Area Council

The area director is the area council chair and holds at least two area council meetings each year.

At area council meetings, the area director discusses each club's plans and goals in the Distinguished Club Program and reviews attendance at club leader training.

For a full list of area director competencies, visit www.toastmasters.org/districtleadercompetencies.

Area Director Resources

Serving Clubs through Visits: A Guide for Area Directors (Item 219)

www.toastmasters.org/219

How to Build a Toastmasters Club (Item 121)

www.toastmasters.org/build

Club Leadership Handbook (Item 1310)

www.toastmasters.org/1310

Toastmasters International District Recognition Program (Item 1490)

www.toastmasters.org/1490

Distinguished Club Program and Club Success Plan (Item 1111)

www.toastmasters.org/1111

Speech Contest Rulebook (Item 1171)

www.toastmasters.org/1171

Training Club Leaders (Item 217)

www.toastmasters.org/217

Area Director's Club Visits

Make at least two club visits per club per year:

Assess club membership and its leadership's willingness to grow.

Determine who fulfills education achievements and when these are completed.

Submit the Area Director's Club Visit Report online.

Area Progress

The area director participates in area director training provided by the district.

The area director reports regularly to the division director and district leaders on area progress.

If the number of clubs in the area falls to fewer than four or grows beyond six, the area director contacts district leaders immediately.

Distinguished Programs

It is the area director's responsibility to motivate and assist each club in the area to become Distinguished.

Area Speech Contests

As area director, you are responsible for coordinating area speech contests. You may ask the division director for assistance in planning these events.

ADDITIONAL LEADERSHIP ROLES

Your district may have leadership roles in addition to those outlined on the previous pages. See **District Administrative Bylaws, Article VII: Officers**, (a) District Officers. Although fulfilling one of these roles does not allow a member to earn credit toward an education award and may not be logged in the member record, Toastmasters who accept these roles gain valuable experience.

The following includes notable leadership roles. Other leadership roles, such as committee chairs, are addressed in applicable sections of this handbook.

Immediate Past District Director

The immediate past district director provides counsel and guidance to district leaders and plans, directs and organizes projects and committees as requested by the district director. One of the major responsibilities of this role is to ensure the incoming district director receives all pertinent district documents prior to June 30. Other responsibilities include serving as a member of the district executive committee and district council, upholding the bylaws and policies of Toastmasters International, encouraging dedicated members to accept leadership positions and helping the district achieve Distinguished recognition.

Logistics Manager

The logistics manager selects meeting locations and organizes the room, ensuring the atmosphere is conducive to successful events, such as business meetings, speech contests and training. The logistics manager sets up necessary equipment, assists district leaders with meeting arrangements, distributes program materials, keeps track of district property and addresses disruptions during events. Proven abilities in organization and diplomacy are a must for this role.

Webmaster

The webmaster assists the district director and club growth director with updates to the district website. Although the district director is the publisher of the district website and ultimately responsible for its content, the webmaster plays an important role in maintaining the website. This involves posting district announcements, removing outdated content and troubleshooting functionality issues. Members who typically excel in this role are Internet savvy and creative.

Parliamentarian

The parliamentarian assists the district director with planning and conducting district meetings. Working with Toastmasters International, the responsibilities of the parliamentarian include interpreting Toastmasters bylaws and policies, reviewing district operating procedures as requested by the district director, and ensuring all meetings follow proper protocol. The parliamentarian is an invaluable resource for the district director, offering help, guidance and support during meetings and answering any questions the district director has related to rules and procedures. Members who assume this role must have a thorough understanding of *Robert's Rules of Order Newly Revised*.

Parliamentarian Resource

Parliamentary procedure

<https://www.toastmasters.org/Parliamentary>