



*Welcome*  
*to the*  
*American Legion Auxiliary*  
**Junior Leadership**  
**Correspondence Course**

What: The Leadership Correspondence Course teaches Junior members about our organization, history, image, rolls of officers, flag etiquette, basic protocol courtesies, and basic meeting procedures thorough a self-paced study course.

Who: As a Junior member, you are encouraged to make your membership more meaningful by learning about the American Legion Auxiliary. This leadership course is designed and available for any Junior member in good standing.

Why: A good strong organization has knowledgeable members. The more you know, the more you know why we help those we help, how best to accomplish our programs, and how you are an important part in the success of the organization.

Where: Take the course in the comfort of your own home, with your Auxiliary Junior sisters at a meeting or in a classroom session.

How: There are two ways to take this leadership course. You may choose to read the material, then answer the test questions or you may wish to follow along with the PowerPoint presentation, reading the text as you go and answering the test questions. Whichever method you choose, print the answer and cover sheets prior to starting.

\*\*\*When you have completed the answer sheet, send it to your current Department Leadership Chairman. A card of completion will then be prepared and sent to you.

# Leadership Correspondence Course for Junior Members

## -Member Instructions-

Please answer the questions with either TRUE (T) or FALSE (F). After you have completed the course, return only the answer sheet and this completed cover sheet to your American Legion Auxiliary Department Leadership Chairman.

Students passing the final examination will receive a wallet-size certificate.

Please complete this page and return it with your answer sheet to your current Department Leadership Chairman.

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Leadership Chairman  
Correspondence Course  
Chairman's address.

Date \_\_\_\_\_

Attached is the answer sheet for my final examination covering the Junior Leadership Correspondence Course. I understand a wallet-size certificate will be issued to me if I receive a passing score.

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_

UNIT NUMBER \_\_\_\_\_

DEPARTMENT OF \_\_\_\_\_

AUXILIARY MEMBER NUMBER \_\_\_\_\_

Are you a Junior Unit President? Yes  No



# LEADERSHIP CORRESPONDENCE COURSE for Junior Members

## EXAM ANSWER SHEET

Members name \_\_\_\_\_

Member number \_\_\_\_\_

1.	11.	21.	31.	41.
2.	12.	22.	32.	42.
3.	13.	23.	33.	43.
4.	14.	24.	34.	44.
5.	15.	25.	35.	45.
6.	16.	26.	36.	46.
7.	17.	27.	37.	47.
8.	18.	28.	38.	48.
9.	19.	29.	39.	49.
10.	20.	30.	40.	50.

**\*\* When you have completed this exam, attach to the cover sheet provided with this course and send to your current Department Leadership chairman.**

# A CAPSULE HISTORY OF THE FIRST 90 YEARS

## THE BEGINNING YEARS

For nearly every man in World War I who endured the dangers and hardships of camp, shore and battlefield, there was a woman serving at home to help make possible America's victory – his wife, mother, sister, daughter, or granddaughter.

The war was won, and the men and women of the armed forces came together to form The American Legion. They wanted to continue their service to the country in peacetime. It was only natural that the women of their families should desire to continue to serve with them. The result was the American Legion Auxiliary, the largest and most influential women's organization of its kind in the world today.

The establishment of an auxiliary to the Legion was voted on at the first National Convention of The American Legion in 1919. By the time of the 1920 National Convention, 1,342 local units of this Auxiliary had been formed. Legion members and new Auxiliary members worked hard to find women who would like to belong to this new patriotic service organization. The first National Convention of the Auxiliary was held in Kansas City, Missouri, in 1921. At that time the name "American Legion Auxiliary" was adopted and the first national officers elected. Mrs. Edith Hobart was elected as the first National President.

Every year since that founding year the Auxiliary has elected a new National President and each president is faced with her own unique challenges based on the needs of our veterans. The Auxiliary grew from a first year enrollment of 121,000 to approximately 500,000 at the beginning of World War II. After the women of World War II families became eligible, the enrollment grew rapidly to a record of 1,001,545 in 1955, and since has remained well above the 800,000 mark. The number of local Units of the Auxiliary is approximately 9,000. The Auxiliary organization, i.e., local, state and national, parallels that of The American Legion. Auxiliary National Headquarters is located in Indianapolis, Indiana.

## Founding Purposes

The American Legion Auxiliary was founded on the following purposes:

### *Rehabilitation of Veterans*

One of the major activities of the American Legion Auxiliary is caring for disabled veterans of all wars and conflicts and assisting thousands of other veterans to regain a place in civilian life.

Our personal contact program seeks to bring happiness and contentment to the veteran and the veteran's family, especially during his/her period of hospitalization. The Auxiliary assists the families of hospitalized veterans or those who are unable to work. It helps to bring a sense of pride, and joy to hospitalized veterans during the holidays with Christmas Gift Shops.

### *Children and Youth Activities*

Not a child living, and, certainly, no veteran's child, should be without the necessities of life required to make a good citizen. Assistance is given to veterans and their spouses to keep their families together. Nurseries for children of the disabled are sponsored at government hospitals; clothes and school supplies are provided for needy children; backpacks for children of military and educational assistance are just some of the ways the Auxiliary hopes to help children in need and those whose parents are deployed overseas. We also partner with local child welfare agencies.

### *Serving our communities*

Auxiliary Units work together with their Posts to find ways to improve their communities. Activities might include: conducting safety programs, providing playgrounds, beautifying parks and public buildings, sponsoring Girl Scout troops, aiding Boy Scout troops, helping with health clinics, aiding in hospitals, cooperating with safety councils, curbing juvenile delinquency and aiding the homeless.

### *Peace and Security*

From the very beginning, the American Legion Auxiliary saw the importance of America to defend itself against attack. Support of The American Legion's recommendations for adequate defense preparations has always been a major activity of the Auxiliary.

No organization of women in America wants peace more than the women of the Auxiliary. Members of Auxiliary families have been in wartime service; or they themselves have served; and they have witnessed the effects of war through working in our programs such as veteran rehabilitation or child welfare.

## **Mission and Purposes**

The mission of the American Legion Auxiliary is to serve veterans, their families and their communities.

To support our mission, we believe in the following things:

- ★ To support the American Legion programs for veterans, youth and community
- ★ To provide for today's needs while being advocates for the brighter future
- ★ To advance the understanding of patriotism and responsibility of citizenship
- ★ To promote individual integrity and family values
- ★ To ensure as volunteers, that Auxiliary members continue to be the leaders in all that is good in this nation today, tomorrow and for generations to come through serving others first and not self.

### *Vision Statement*

*The American Legion Auxiliary enriches the quality of life of those we serve and our members.* The vision of our organization began with our founders. It forms the guiding principles for our volunteering members and staff who work to shape the future of the auxiliary, to those we serve, and to the public we hope will come to better understand our goal of service.

★ Commitment to the four founding principles of our organization: Justice, Freedom, Democracy and Loyalty

- ★Service to God, our country, its veterans and their families
- ★Tradition of patriotism and citizenship
- ★Personal integrity and family values
- ★Respect for the uniqueness of our individual members
- ★Truthful and open communication in dealing with the public and our members
- ★Adherence to the adopted policies and rules.

## SECTION 1

# Your Image

### What is an image?

What is your image? What kind of image do you project to others? What image do you want to project? How do others see you? What does your image actually say? Why do we care? Does image make a difference in our lives? How do you see yourself? Why is image important?

An image is a mental picture formed about someone or something. It may be a true likeness or one that is distorted. It may be a memory of something experienced or a resemblance to the actual person or thing. Often we assume much on the basis of little information or experience. We need to be aware of the image or impression one person makes upon another.

Your table manners can reflect an image, good or bad, just by the way you chew your food, use your fork or knife and, yes, even by the way you sit while eating.

Image is the package of beliefs and feelings we have about self and others. We are often motivated to change our image by the desire for approval and recognition.

### First Impressions

You never get a second chance to make a first impression! The first impression people form of you is the one which will stay in their minds no matter how many times you meet them. It is very difficult to change what people remember. To illustrate this, have you ever changed your hairstyle or worn new glasses expecting others to comment on your new appearance -- only nobody noticed? It takes quite a drastic change to get their attention. It is worth your time and effort to make sure you are projecting the image you want people to maintain from the first time you meet.

### Meeting people for the first time

Meeting people is something that we do throughout life. Yet, these can be difficult and stressful situations if we aren't comfortable with our ability to reach out to others. What do you say to someone new? You should offer your name and find out theirs. Then you should use their name three or more times in the next two minutes. Repeating their name will help you remember it. During this time you can find out something about them to help you remember them.

Trying to figure out ahead of time just what you might say in an introduction is difficult because you never know just how the other person will respond. It is usually better to try and relax, listen to what is being said and visit in a friendly manner. Just remember, it is more comfortable to begin immediately and not wait too long before saying hello and introducing yourself.

## Telephone Etiquette

Often the first impression you get of a person is over the telephone. Have you ever made a call and had the voice on the other end answer with a grumpy “ullo”, which made you feel as if you wish you hadn’t made the effort? Or, if you requested some information, the voice made it quite clear that you were interfering in something which was much more important than you were. Perhaps the person was friendly but used such poor grammar, with several “yeahs” or “nopes”, that the picture you formed in your mind of this person made them seem incompetent. An image is formed from the tone of voice and the words spoken.

Just because people cannot see you as you talk on the phone doesn’t prevent them from forming a lasting image of you. They will judge your friendliness, helpfulness and effectiveness by your telephone attitude.

## Letter Writing

Letter writing is another way we tell others about ourselves and our interests. There are formal guidelines to use for correct format and grammar. There are special kinds of letters we write to make requests, issue complaints or to say thank you. Remember, two of the most important words in the English language are “THANK YOU.”

You can think of other ways that a person makes a first impression. It is fun to watch other people and imagine what your response would be if you were to meet them on the street. Think what you like and what you do not like about the way people behave. This will help you identify behaviors you may want to change in yourself.

## Body Language

Try this. Walk up to a chair, turn around and back up until the back of your leg touches the front of the seat. Lower yourself slowly onto the front half of the seat and slide back until you are comfortable. Your dress or slacks should be smooth without pulling and tugging them out of the way. You should not have to use your hands to adjust your clothing. Both feet should be flat on the floor, one is slightly behind the other. Another position for your feet is to cross them at the ankles. Your hands can rest lightly in your lap or on the arms of the chair. It is best to use the armrests and take up the space you need to be comfortable. Holding your arms close to your sides gives the impression that you are defensive or upset. To make a good impression, look relaxed and in command of your space. Sit up straight with shoulders back and your body resting lightly against the back of the chair if you wish. Shorter people sometimes have a problem. By sitting too far back in a chair, their feet do not reach the floor. Sitting closer to the front of the chair is one possible solution.

To stand from the chair, slide forward to the front of the seat, having both feet flat on the floor, and push yourself up to a standing position. Pause slightly and then move forward with confidence.



Notice people as they sit. Glance at the bleachers during the next home basketball game or at a bench where people rest during a shopping trip to the mall. No matter how well dressed they are, you can tell how they feel about themselves and about the day in general by the way they are sitting. Some women have worn slacks for so long that they have forgotten how to sit in a dress. Sitting correctly is especially important if you are sitting on any kind of an elevated platform waiting your turn at the podium. People will have their minds made up about you before you stand up and say the first word.

## Public Speaking

People report that one of their greatest fears is public speaking. Many jokes are made about butterflies in the stomach or sweaty palms due to apprehension about getting up before people. Whether you are the main event on the program or introducing someone, getting up before a crowd is something that you may have to do someday if you haven't already done so.

Standing up and making a speech can trigger shaky knees and butterflies in even the most experienced speaker. In spite of "presentation jitters," most of us would like to have confidence in our ability to organize our thoughts and communicate our ideas more effectively.

There is really no easy way to do this. It takes practice, practice, practice. It may be that you can create some occasions when you can get up before a small group of people you know and try out your skills before you have to be a Master of Ceremonies at a convention. Start small and gain confidence through experience.

Impressions of a speaker are reinforced by the first sentence uttered. People will make up their minds whether to believe in what you are saying and whether to listen to the rest of the presentation.

## Personal Appearance

What do your hairstyle, grooming and clothing say about you? The way that you "put yourself together" is sometimes called packaging. Just like manufacturers who spend a great deal of time and effort in packaging products so they will sell off the shelves at the store, a person can give much consideration to the way they want to look to others. The difference is that, with people, the packaging should not be something stuck over the top of us. It should be a part of the "real you".

Much of our communication with others is non-verbal. We use gestures, postures, eye movements, and personal space in a way that reflects our inner feelings, reveals opinions and sends status messages. We are not always conscious of sending these messages, but they are a part of how others "see" us.

What is it that you notice about others? It might be the length of hair, clean fingernails, scuffed shoes or run-down heels.

It could be a safety pin that is substituting for a missing button. How about a skirt that is a bit too short or a slip that shows? All of these things go to make up the total package that a person is selling. Image includes things that detract as well as what goes to make us attractive.

### Personal Grooming

We have all heard that how we look is only skin deep. Of course, we all know that in the long run it is what we are inside that counts. But who says that looking good has to conflict with being serious or sensitive or intelligent? Studies show that attractive people have many advantages in life. But, you do not have to be born with perfect features and a perfect body to make yourself attractive. Making the correct choices of clothing, actions and attitudes helps any person to make the most of natural assets.

We groom ourselves carefully, not only because we want to make a good impression, but because looking our best gives us confidence. When we feel good, we usually act accordingly and get a more positive response from others.

### Posture

Posture is another aspect of image – how well you hold your body upright and straight. One way to do this is to stand sideways in front of a mirror. Imagine a string as a straight line going through your earlobe, shoulder joint, hip, knee and ankle joint. Do your parts appear in the right places? Now face the mirror. Think of yourself as a puppet with a string coming out of the back of the top of your head. As you pull the string up, it magically aligns your various parts into the correct position. If you carry this image with you, you will begin to improve your posture. Try to remember to pull in your stomach, raise your rib cage, keep your chin down and your bottom tucked under. Practice in front of your mirror to see the change.

### Self-Esteem

The first ingredient in a successful image may well be self-esteem. Self-esteem has been described as unconditional love for oneself, meaning that we can accept ourselves in spite of faults and mistakes. We are all worth while persons in the process of growing and becoming. This means that we have the capacity to change. How we feel about ourselves has an effect on how we act.

Many of us have a very poor self image. We even have negative self-talks when we criticize ourselves about how well we are doing. To improve our image we must learn to like ourselves better and be more self-accepting.

Good manners are based on treating others as we, ourselves, would like to be treated. Helping others to feel good about themselves helps us, too. All people need and want to be accepted.

## SECTION 2

### SUGGESTED AGENDA JUNIOR LEADERSHIP TRAINING AMERICAN LEGION AUXILIARY

#### MINI COURSE I: PARLIAMENTARY PROCEDURE AND PROTOCOL

1. Opening following Manual of Ceremonies
2. Welcome and introductions
3. Present course purposes which are to acquaint participants with the language of parliamentary procedure, the steps in presenting a motion, the basic rules of conducting a meeting, and the rules governing courtesy to flag and to guests.
4. Present and discuss vocabulary cards.

**adjourn** – to end a meeting officially. When the business was finished, the meeting **adjourned**.

**agenda** – a list of the order of business to be considered. The last item on the **agenda** is discussion of a fundraiser.

**amendment** – a proposal to change a motion. An **amendment** limiting the price of the gift to \$15.00 was defeated.

**carried** – supported by the necessary number of members for acceptance by the group. The motion that we hold a dance was **carried**.

**chair** – short form of the word chairman used to refer to the member conducting the meeting. A member stood and addressed the **chair**.

**floor** - the privilege of speaking. Please do not interrupt while the secretary has the **floor**.

**majority vote** – more than one half the legal votes cast. A **majority vote** is the required vote for most group decisions.

**minutes** – a record of the meeting that is kept by the secretary. The secretary will read the **minutes** of the last meeting.

**nomination** – the proposal of a member for an office. Jane Smith was placed in **nomination** for the office of Unit President.

**plurality vote** – the greatest number of votes cast for a candidate in an election involving three or more candidates. Sue Brown won the election by a **plurality vote**.

**ex officio** – by virtue of her office. The President is **ex officio** a member of the Membership Committee.

**ballot** – a written vote. The officers will be elected by **ballot**.

**gavel** – the traditional mallet used by the presiding officer to maintain order. The President called the meeting to order with one rap of the **gavel**.

**ratify** – to officially approve. The members will **ratify** the President’s selection of a Convention Chairman at the next meeting.

**second** – endorsement of a motion. A motion has been made and **seconded** that \$25.00 be donated to the American Red Cross.

**unanimous** – a vote completely for or against. Mary Smith was the **unanimous** choice of the Unit for President.

**quorum** – the number of members needed to hold a meeting as stated in the by-laws of an organization. No meeting was held last month since a **quorum** was not in attendance.

**question** – proposal for action presented in the form of a motion. Following a brief discussion, the President asked, “Are you ready for the **question**?”

**tellers** – members selected by the chairman to collect and count votes. Jane and Mary were selected as **tellers** for the election.

Review vocabulary and be distributing cards among participants randomly and asking each to hold up the card when a definition of the corresponding word is presented.

5. Identify and discuss steps in presenting a motion.

A proposal for action is made in the form of a motion. For the group to consider a motion, at least two members must be in favor of it. The first member makes the motion. The second member seconds the motion to show his approval.

Motions should be expressed in an affirmative manner – that is, they should suggest that the club do something rather than that it not do something.

There are eight simple steps in presenting a (main) motion;

1. The member rises and addresses the Chair (Chairman).
2. The member is recognized by the Chair.
3. The member states her proposal.
4. Another member seconds the motion.

5. The motion is restated by the Chair.
6. The chairman conducts the discussion.
7. The chairman puts the question to a vote.
8. The chairman announces the result.

This is how a motion is made:

1. Stand and address the chairman: “Madam Chairman” or “Madam President.” Do not speak until you are recognized by a nod or by name.
2. When you have been recognized, stated the motion so that all can hear: “I move this club give a rising vote of thanks to its advisor, Mrs. Smith.” (Be sure you have your motion clearly in mind, and worded as briefly as possible. Write it out if you can and remember to begin your motion with the three words, “I move that.”)
3. After the motion has been made, another member, without waiting to be recognized, calls out: “I second the motion.”
4. The motion having been made and seconded, the chairman states the motion by saying: “It has been moved and seconded that this club give a rising vote of thanks to its advisor, Mrs. Smith.
5. Once the motion has been stated by that chairman, it is open to discussion and debate. Any member may now rise to agree or disagree with the proposal. For example, a member may rise and say: “Madam Chairman.” The chairman says: “Betsy,” so giving her permission to speak. Betsy may wish to say: “I agree with the motion. Mrs. Smith has given her time to us and we should express our thanks.”
6. The chairman inquires: “Is there any further discussion?” When no one rises to discuss the motion further, the chairman asks: “Are you ready for the question?” meaning Are you ready to vote? Hearing no objection, the Chair assumes members are ready to vote.
7. The chairman says: “It has been moved and seconded that this club give a rising vote of thanks to its advisor, Mrs. Smith. All those in favor of the motion say, “Aye.” Members in favor of the motion say: “Aye.” The chairman then says: “Those opposed say “No.” The members who disapprove of the motion then say: “No.”
8. The chairman then announces the vote: “The Ayes have it. The motion is carried.” Or, “The Nos have it. The motion is defeated.” A majority vote is needed to carry the motion.

Demonstrate the procedure with senior members in attendance. Then assign roles to junior members, repeating the procedure. (Ask a participant to think of something she might like to suggest in her own Unit and to state it in the from the chair).

Go through all steps, repeating the procedure if confusion exists.

6. Identify and discuss the procedure for presenting an amendment. Often, a motion under consideration does not indicate what the group really wants to do. An **amendment** is the means by which a proposal is changed to get nearer to the group's wishes. An amendment can change a motion by striking out, by adding, or by substituting. (Ask participants to identify which method of change is illustrated in the following examples).

**Motion:** "I move that we hold a bake sale at the corner store."

**Amendment:** "I move that we amend the motion by substituting the words American Legion Hall for the words 'corner store.'"

**Motion:** "I move that this group contribute \$10.00 to the Girl Scouts and \$5.00 to the Boy Scouts."

**Amendment:** "I move that the motion be amended by striking out the words and \$5.00 to the Boy Scouts."

**Motion:** "I move that we purchase a cake for our next meeting."

**Amendment:** "I move that the motion be amended by adding the words 'and ice cream' after the word cake."

The following procedure is followed when presenting amendments.

**Step #1:** The motion is made, seconded, and opened for discussion. "I move that the club donate \$25.00 to Boys Town."

**Step #2:** The amendment is made, seconded, and open for discussion. "I move to amend the motion by changing \$25.00 to \$15.00."

**Step #3:** The chairman asks: "Is there further discussion?" Hearing none, she asks: "Are you ready for the question?"

**Step #4:** Hearing no objection, the chairman restates the amendment. "It has been moved and seconded to amend the motion by changing \$25.00 to \$15.00." She, then, instructs those in favor to say "Aye" and, following their response, those opposed to say, "No."

**Step #5:** The chairman states: "The Ayes have it. The amendment is carried and the motion now reads, 'I move that the club donate \$15.00 to Boys Town.'" or "The Nos have it. The amendment is defeated and the motion remains unchanged: 'I move that the club donate \$25.00 to Boys Town.'"

**Step #6:** The chairman, then, returns to a discussion, or debate, of the motion which is followed by a call for the vote, the vote, and announcement of the results. (See steps #5-8 under presenting a motion.)

Demonstrate procedure of presenting and amending a motion using examples provided on page 3 and senior member volunteers. Repeat the procedure with junior participants. (Adapted from The First Book on How to Run a Meeting by D.G. Powers)

7. Review and demonstration of basic rules of protocol and flag etiquette.

Divide junior participants into two groups. One group will review the enclosed rules of governing **Protocol** and the other group will review the enclosed guidelines for **Flag Etiquette**.

Instruct each group to appoint a chairman who will lead the discussion and who will select group members to interpret and demonstrate the information involved. After allowing about ten minutes for this activity, call upon each chairman to share the information discussed with the assembly while companion group members demonstrate the respective procedures.

8. Conduct a **mock meeting** with participants playing roles of officers and members. The enclosed role play cards may be distributed by assignment, random drawing, or volunteering. A minimum of eight participants are needed for this exercise to be effective. however, senior members could participate or junior participants asked to assume multiple roles in order to fill the needed number of roles. Additional equipment needed for this activity are gavel, corsage, flags and stand, and pen and paper. As Instructor you will act as facilitator, assisting in the event of confusion or difficulty. The cards have been designed to guide participants through the activities in which instruction was offered.
9. Completion of enclosed test.  
  
Option #1: Present test at beginning of course requesting participants to read over and complete during course when information is gained.  
Option #2: Complete test in groups, allowing participants to discuss.  
Option #3: Complete tests individually with handouts available for reference.
10. Closing ceremonies. (Follow manual)

### SECTION 3

#### Role # 1

#### **President**

As President, your job is to conduct the meeting according to the following procedure as outlined in the **Junior Activities Handbook** of the American Legion Auxiliary.

**President** (RISES) “The members will please rise and salute while the flags are advanced.” (3 raps of gavel followed by advancement of colors)  
“Our Chaplain will offer prayer.” (Chaplain gives prayer.)  
“You shall join in the Pledge of Allegiance to the flag.” (Pledge is recited)  
“We shall sing our National Anthem, ‘The Star Spangled Banner.’” (Anthem is sung)  
“Let us join in repeating the Preamble to the Constitution of the American Legion Auxiliary.” (Preamble is repeated)  
(With one rap of the gavel) “I now declare the meeting of the Junior group of Unit #1, Department of New York, regularly convened.” (Members are greeted and guests introduced.)

#### Role #1

#### **ORDER OF BUSINESS**

Role Call (Announce but omit due to absence of membership list)  
Reading and approval of minutes of previous meetings  
Reports of officers and committees  
Reading of communications  
Unfinished business/New business  
Remarks by Instructor/Guest  
Announcements

#### **PRESIDENT**

“If there is no further business to come before the meeting, the Chaplain will lead us in prayer.” (3 raps of gavel followed by Chaplain’s prayer)  
“Til we meet again, let us remember that our obligations to our country can only be fulfilled by the faithful performance of all duties of citizenship. Let service to the community, state and nation be ever a main objective of the American Legion Auxiliary and its members. Let us ever be watchful of our organization and ourselves, that nothing shall swerve us from the path of Justice, Freedom, and Democracy.”  
“The color bearers will retire the colors.” (Members salute as colors are retired)  
“The Chair declares the meeting adjourned.” (1 rap of the gavel)



**Role #2**  
**Secretary**

As Secretary, it is your job to call the roll (if taken), to read the minutes of the previous meeting and any communications received, and to record all action taken at the meeting. A thank you note, received from Mary Parker, is attached as is a copy of the minutes of the last meeting.

**ORDER OF BUSINESS**

Call to order  
Roll Call  
Reading and approval of minutes of the previous meeting  
Reports of officers and committees  
Unfinished business/New business  
Remarks by Instructor/Guest  
Announcements  
Adjournment

**Role #2 (Attachment)**

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(Write in Recent Date)

George Washington Unit #1  
American Legion Auxiliary  
50 Freedom Drive  
Flagship, NY 12345

Dear Members,

Thank you all so much for the beautiful flowers that arrived while I was in the hospital. They certainly cheered me up.

Sincerely,

Mary Parker

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**Role #2 (Attachment)**

**Minutes**

**George Washington Unit #1  
American Legion Auxiliary  
Junior Group**

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(Fill in Recent Date)

The regular meeting of the Unit #1 Juniors was called to order by President (name of person assuming ROLE #1) at 7:00 p.m. Eleven Juniors and one Senior were present.

Minutes of the previous meeting were read and approved. A balance of \$212.00 was reported in the Junior Fund. The Junior Membership Chairman reported that 16 Juniors have renewed their membership and 3 have joined for the first time this year bringing the total Junior membership to 19.

A letter was read from Post Commander Jones thanking the Juniors for serving refreshments at the recent dedication of the new Post home.

Nancy Smith shared information on a candy fund raiser with the group. Beth Stone reported that candy was already being sold by the school and made a motion that the group wait until next month for further discussion. The motion carried.

**Role #2 (Attachment)**

**(Minutes, continued)**

The Junior Advisor was presented for comments and announcements. She reported that plans for a Junior leadership Mini-course were completed and that it would be held on (today's date) and include instruction in Parliamentary Procedure and Protocol. She requested that Juniors sign up following the meeting if they planned to attend.

Jr. President (person assuming ROLE #1) announced that refreshments would be served following the meeting.

There being no further business, the meeting adjourned at 8:15 p.m.

(Your name)

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Junior Secretary

**Role #3**

**Chaplain**

As Chaplain, it is your duty to offer prayer during the opening and closing ceremonies upon introduction by the President for that purpose. The opening prayer is announced following the advancement of colors and the closing prayer is first in the order of closing activities.

**ORDER OF BUSINESS:**

Call to order  
Roll Call  
Reading and approval of minutes of the previous meeting  
Reports of officers and committees  
Reading of communications  
Unfinished business/New business  
Remarks of Instructor/Guest  
Announcements  
Adjournment

**OPENING PRAYER:** “Our Father, we thank you Thee for this great country of ours, and for the sacrifice and service of our loved ones who have preserved it for us. Help us as Junior members of the Auxiliary to continue this loving service to those less fortunate than we. Amen.”

**CLOSING PRAYER:** “Our Father, we thank Thee for whatever good we have accomplished and for Thy guidance as we continue in Thy Service. Amen.”

**Role #4      TREASURER**

As Treasurer, your job is to keep a record of all Junior expenditures and report on said expenditures at each meeting.

**ORDER OF BUSINESS:**

Call to order  
Roll Call  
Reading and approval of minutes of the previous meeting  
Reports of officers and committees  
Reading of communications  
Unfinished business/New business  
Remarks of Instructor/Guest  
Announcements  
Adjournment

## TREASURER'S REPORT:

Balance in Junior Fund as reported at last meeting:	\$212.00
Expenses:	
Flowers for Mary Parker	\$5.50
Balance of Junior Fund as of today:	\$206.50

## **Role #5      SERGEANT-AT-ARMS**

As Sergeant-at-Arms you are responsible for order at meetings, for proper advancement, and care of the colors, as well as courtesies to and escort of guests in the absence of a Distinguished Guest Chairman.

### **ORDER OF BUSINESS:**

Call to order/Opening ceremonies/greetings and introductions  
Roll Call  
Reading and approval of minutes of the previous meeting  
Reports of officers and committees  
Reading of communications  
Unfinished business/new business  
Remarks of Instructor/Guest  
Announcements/Closing ceremonies  
Adjournment

(A few moments should be taken before the meeting is called to order to secure flags, check on location of stands, and to instruct the color bearers on the procedure you will follow in advancing and retiring the colors.)

Refer to sheets on Protocol and Flag Etiquette distributed to participants.

## **Role #6      COLOR BEARER (U.S. FLAG)**

As a bearer of the flag of the United States of America, you will take care to adhere to the procedures outlined on the Flag Etiquette sheet and to follow instructions given to you by the Sergeant-at-Arms. Remember that the flags are advanced as soon as members are called to order and retired immediately following the completion of business.

### **ORDER OF BUSINESS:**

Call to order/Opening ceremonies/Greetings and introductions  
Roll Call  
Reading and approval of minutes of the previous meeting  
Reports of officers and committees  
Reading of communications  
Unfinished business/New business  
Remarks of Instructor/Guest  
Announcements/Closing ceremonies

**SPECIAL TASK:** The subject of a candy fund raiser was brought up at the last meeting and action was taken postponing discussion until this meeting. you favor a fund raiser since the group likes to have a field trip every year which is quite expensive. Bring up the subject at the proper time in the meeting and, then, it as a motion.

**Role #7 COLOR BEARER (UNIT BANNER)**

As bearer of the Unit banner, you will take care to adhere to the procedures outlined on the Flag Etiquette sheet and to follow instructions given to you by the Sergeant-at-Arms. Remember that the flags are advanced as soon as members are called to order and retired immediately following the completion of business.

**ORDER OF BUSINESS:**

Call to order/Opening ceremonies/Greetings and introductions  
Roll Call  
Reading and approval of minutes of the previous meeting  
Reports of officers and committees  
Reading of communications  
Unfinished business/New business  
Remarks of Instructor/Guest  
Announcements/Closing ceremonies  
Adjournment

**SPECIAL TASK:** Your Junior group always marches in the Memorial Day parade but never any more. You would like the group to participate in the Independence Day parade this year. Bring up the subject at the proper time in the meeting and, then, state your idea as a motion.

**Role #8 MEMBERSHIP CHAIRMAN**

As Membership chairman, your job is to promote Junior membership and report on the current membership figures regularly. The membership report should be offered when committee reports are called for.

**ORDER OF BUSINESS:**

Call to order/Opening ceremonies/Greetings and introductions  
Roll Call  
Reading and approval of minutes of the previous meeting  
Reports of officers and committees  
Unfinished business/New business  
Remarks of Instructor/Guest  
Announcements/Closing ceremonies  
Adjournment

MEMBERSHIP REPORT:

Members as of the last meeting:

New Members: 3

Renewals: 16

Memberships gained this month:

New Members: 2

Total paid up membership: 21

**Role #9 VICE PRESIDENT**

As Vice President, it is your responsibility to assume the duties of the President during any temporary absence. Be ready to assume responsibility for conducting the meeting should the President be called away.

**ORDER OF BUSINESS:**

Call to order/Opening ceremonies/Greetings and introductions

Roll Call

Reading and approval of minutes of the previous meeting

Reports of officers and committees

Reading of communications

Unfinished business/New business

Remarks of Instructor/Guest

Announcements/Closing ceremonies

Adjournment

**SPECIAL TASK:** The Vice President should take an active interest in the activities of the group. Make it a point to participate in any subjects brought up for discussion and speak either for or against motions under consideration unless, of course, you have been called upon to assume the duties of the President.

**Role #10 INSTRUCTOR/GUEST**

As the Instructor, you will also fill the role of the distinguished guest, receiving a corsage and escort to a position of honor on the dais. When called upon to speak, be sure to note things that participants remembered to do correctly first. Then add constructive suggestions for improvement.

Since nominations are not covered in this mini-course, you may want to spend just a few minutes on them at this point in the program noting the following:

1. Nominations require no second.
2. Voting can be by hand or by written ballot.
3. Tellers are appointed by the President to count written ballots.

## **ORDER OF BUSINESS:**

Call to order/Opening ceremonies/Greetings and introductions  
Roll Call (Will be announced to indicate its position but not called as none exists)  
Reading and approval of minutes of the previous meeting  
Reports of officers and committees  
Reading of communications  
Unfinished business/New business  
Remarks of Instructor/Guest  
Announcements/Closing ceremonies  
Adjournment

**SPECIAL TASK:** If Vice President's role is filled, instruct the President to become sick at a point in the meeting before you are to speak. This will allow another member to conduct a portion of the meeting.

## SECTION 4

### *Flag Etiquette*

#### **GUIDELINES FOR AMERICAN LEGION AUXILIARY MEETINGS**

When carrying the flag of the United States of America, the left hand is placed up on the staff, the right hand straight down and firmly on staff.

When the flag of the United States of America is advanced or retired with other flag or banner, the flag of the United States is always to its own right.

The eagle on top of the staff always points in the direction it is moving; hence, the eagle flies. when posted, the eagle faces the audience.

When advancing the flag of the United States of America and the Auxiliary banner, always cross in front of the President's station, the flag of the United States of America crossing closest to the President's station.

Post the flag of the United States of America first and, then, immediately post the banner.

Do not touch flag or banner after posting but allow them to hang free.

Once flag and banner are posted, the color bearers take one step back and salute before returning to stations.

Post colors are always posted inside Auxiliary colors at joint functions.

When retiring colors, stop about three feet from the colors, saluting the flag before retiring the colors.

Step to your left, to the side and slightly behind the flag of the United States of America to remove it from the standard.

Never step between the flag and the banner. (This practice is referred to as “breaking colors” and is considered disrespectful.)

So not cross in front of the President’s station when retiring colors as the flag of the United States of America is, already, on its own right.

The flag and banner should not be rolled, but folded against the staff and secured with a cord when retired.

Salute the flag by standing at attention with your right hand over your heart when a salute is called for, when the flag of the United States is in motion, when the Pledge of Allegiance is recited, and when the National Anthem is played or sung.

When a crowded hall dictates the necessity of advancing colors in single file, the line advances from the right and retires from the right.

The flag of the United States of America should never be allowed to touch the floor.

## SECTION 5

### *Protocol*

#### **A GUIDELINE FOR AMERICAN LEGION AUXILIARY MEETINGS**

The presiding officer is always seated in the center.

Guests and officers are usually seated according to rank; the highest ranking to the right of the presiding officers and the lesser ranking to her left.

The most distinguished guest is seated to the right of the presiding officer. (The one exception to this is during the business portion of a meeting in the event that a Parliamentarian is acting).

A guest not known to the assembly is introduced and one already known is presented.

When presenting or introducing guests for recognition only, begin with the highest ranking guest; when guests are to speak, no matter how briefly, begin with the lowest ranking guest.

The Sergeant-at-Arms or Distinguished Guest Chairman, when escorting, will keep the guest on her right. If she takes hold of the guest’s arm it will be the left arm.



The distinguished guest is always escorted alone.

Any gifts which are to be presented to a guest are presented at the conclusion of her message.

Guests should never be expected to participate in raffles.

The Distinguished Guest Chairman or other appointed member should be at the door to receive guests arriving and to present a corsage if one is to be presented.

The meeting should begin on time.

A reception line to honor a distinguished guest is headed by the person chairing the reception who takes the names of members and identifies each for the Distinguished Guest Chairman who, in turn, presents members to the presiding officer. The presiding officer, then, introduces member to the distinguished guest.

Demand respect from the membership both when conducting the meeting and during the guest's message. Use the gavel when needed, but only when needed, to maintain order in the assembly.

The American Legion Auxiliary pin is worn over the heart.

No decoration other than a corsage or Flag Pin is worn over the pin.

## **JUNIOR LEADERSHIP TRAINING**

### **MINI COURSE I: PARLIAMENTARY PROCEDURE AND PROTOCOL**

#### **PACKET ENCLOSURES:**

Suggested Agenda

\*Protocol; A Guideline for American Legion Auxiliary Meetings

\*Flag Etiquette; A Guideline for American Legion Auxiliary Meetings, Role Play Cards, Vocabulary Cards

\*Test, diploma, Test Answer Key

#### **INSTRUCTIONS:**

Since only one of each item is enclosed, you will need to duplicate the items before which an asterisk appears in sufficient amount to assure there will be enough for each participant. It is suggested that Vocabulary Cards and Role Play Cards be mounted on posterboard material due to the nature of their use. These cards will hold up for repeated use better if covered with clear contact paper.

The diploma form enclosed will give participants a greater feel of accomplishment when completing the mini course although it is not the official certificate. In order to receive the official certificate, the course must be administered by a Certified Leadership Instructor who will, upon completion, forward the names of participants to the current Department Leadership Chairman. Only the certified card will count toward eligibility to receive a leadership pin.

#### **MATERIALS YOU MUST FURNISH:**

Flag, banner, and two stands

gavel

corsage

#### **COMMENTS:**

This is a basic course in Parliamentary Procedure which includes parliamentary terms, order of business, steps in presenting and passing a motion, flag etiquette, and protocol. Elections, steps in amending motions, and privileged motions have been omitted as their inclusion would constitute far too much for mastery in a two hour period. Intermediate and advanced mini-courses dealing with these subjects may be available at a future date.

## SECTION 6

### **THE PREAMBLE TO THE CONSTITUTION OF THE AMERICAN LEGION AUXILIARY**

**NARRATOR:** These one hundred thirty-three words are familiar to every member of the American Legion Auxiliary. They have been repeated time and time again by millions of women since 1920.

Each time they are voiced, the commitment to the Auxiliary is made anew. Each and every year, we should reflect on the full meaning of each familiar phrase.

When these words were written, there were dreams of a great patriotic organization. Those dreams became a reality through the efforts of millions of dedicated wives, mothers, sisters, daughters, and granddaughter, of America's veterans.

The American Legion Auxiliary was formed to aid in the peace-time service of The American Legion to the United States. It was natural and right that the purposes of the Auxiliary be expressed in the same words which set forth the purposes of The Legion.

Therefore, the Preamble to the Constitution of the Auxiliary is identical to that of The Legion's Constitution, with one exception—the addition of the phrase “to participate in and contribute to the accomplishment of the aims and purposes of The American Legion.”

**SECOND SPEAKER:**

**“For God and Country, we associate ourselves together for the following purposes:**

**“To uphold and defend the Constitution of the United States of America . . .”**

**NARRATOR:**

The first of the ten principles of The American Legion and Auxiliary is a sacred pledge of allegiance to the Constitution of the United States. It is most appropriate that the first thoughts of the Preamble be dedicated toward the continued defense of our nation by those very persons who have either served in wartime or a close relative who served. The pledge to uphold and defend the democracy of America is the first obligation of every Legionnaire and Auxiliary member.

**SECOND SPEAKER:**

**“To maintain law and order . . .”**

**NARRATOR:**

Law and order must be maintained if freedom is to be maintained.

Liberty is not license. Good government means that all citizens are secure in their lives and property. To this The Legion and Auxiliary are pledged by the second principle of the Preamble.

**SECOND SPEAKER:** **“To foster and perpetuate a one hundred per cent Americanism . . .”**

**NARRATOR:** The term “Americanism” covers all of the things which have made the American nation great and the American people free. It implies qualities of character as well as principles of government. Under this Constitution principle, The Legion and Auxiliary have worked and are continuing to work to defeat the attempts of subversive organizations to undermine our system, to build loyalty to and confidence in American ideals, and to develop an American citizenship capable of making America’s free form of government a constantly greater success.

**SECOND SPEAKER:** **“To preserve the memories and incidents of our association during the Great Wars . . .”**

**NARRATOR:** Every member of the Auxiliary has a close personal association with the sacrifice of war—be it World Wars I and II, Korea or Vietnam. The association and incidents of these struggles are to be remembered not only for their heroes, their victories for freedom, but also to remind us of the awful implications and inevitable tragedies accompanying any war.

**SECOND SPEAKER:** **“To inculcate a sense of individual obligation to the community, state and nation . . .”**

**NARRATOR:** The individual is the basis of the American nation. Unlike other ideals of government, the American ideal places the individual first. The nation belongs to the individual, not the individual to the nation. The government exists for the purpose of serving the individual, not the individual for the purpose of serving the nation. If this deal is to survive there must be a voluntary sense of obligation of the individual to the nation and its component parts, the community and state. The American citizen serves his community, state and nation, not as a driven slave, but as a free man guided by his own sense of duty. To inculcate this feeling among all Americans is one of the great purposes of The Legion and Auxiliary.

**SECOND SPEAKER:** **“To combat the autocracy of both the classes and the masses . . .”**

**NARRATOR:**

If America is to remain “the land of the free” the government must always be a government of all the people and for all the people. No classes are recognized in America. No masses of down trodden people exist. Neither must be permitted to develop, but America kept the country of opportunity for all where every citizen’s first

allegiance is to the nation, not to some social or economic class or mass. Dominance must not be gained by any such grouping of Americans. This is another basic pledge of The Legion and Auxiliary.

**SECOND SPEAKER:**

**“To make right the master of might . . .”**

**NARRATOR:**

The American form of government guarantees equal rights to all citizens. The American Legion and Auxiliary, born from a struggle against ruthless might, pledges all their strength to a continued struggle to prevent invasion of the rights of any citizen by any force, no matter of what character.

**SECOND SPEAKER:**

**“To promote peace and good will on earth . . .”**

**NARRATOR:**

The men of The Legion and the women of the Auxiliary know well the ghastly futility of war. We know that war brings only misery to any nation which engages in it, to the victor as well as to the mind, we pledge ourselves to promote peace and good will among nations. We have worked steadily in the cause in the face of forces which have sought to sow enmity and war throughout the world.

**SECOND SPEAKER:**

**“To safeguard and transmit to posterity the principles of justice, freedom and democracy . . .**

**NARRATOR:**

These were the principles which inspired America’s great war of efforts over the decades, and The Legion and Auxiliary stand determined that these principles shall not be lost to America in time of peace. Following this pledge, The Legion and Auxiliary work to safeguard justice, freedom and democracy against the dangers of indifferent citizenship and undermining by their enemies. It strives to give understanding of and devotion to these principles to the younger generations of Americans so that they will endure for the future of the country.

**SECOND SPEAKER:**

**“To participate in and contribute to the accomplishment of the aims and purposes of The American Legion . . .”**

**NARRATOR:**

Thus the Auxiliary pledges its full strength to the support of The American Legion and affirms its character as an

auxiliary to The Legion. Always it has been faithful to this pledge, never developing programs or policies of its own but directing all of its activities toward the “accomplishment of the aims and purposes of The American Legion.”

**SECOND SPEAKER:**

**“To consecrate and sanctify our comradeship by our devotion to mutual helpfulness.”**

**NARRATOR:**

In this final phrase of the Preamble is set forth the purpose which has guided The Legion and Auxiliary in all of their vast rehabilitation and youth work, in everything they have done to lighten the burden for those suffering from the results of wars and to bring full justice to those paying the human price of America’s victory. In this work of mercy and relief, the Auxiliary has made great contributions toward the achievement of The Legion’s purpose.

SECTION 7

**AMERICAN LEGION AUXILIARY**

**MINI-COURSE C: PARLIAMENTARY PROCEDURE AND PROTOCOL**

**TEST**

A. Match each definition below with the correct term on the left.

- |                       |   |
|-----------------------|---|
| 1. _____majority vote | a. a formal proposal of a person as a candidate                         |
| 2. _____adjourn       | b. without a dissenting vote  |
| 3. _____agenda        | c. the chairman or presiding officer                                    |
| 4. _____quorum        | d. end a meeting officially   |
| 5. _____tellers       | e. one more than half   |
| 6. _____unanimous     | f. official record of motions made and actions taken by an organization |
| 7. _____chair         | g. members selected to count and tally votes in a secret ballot         |
| 8. _____amendment     | h. the number of members who must be present to conduct a meeting       |
| 9. _____nomination    | i. a list of business to be considered at a meeting                     |
| 10. _____minutes      | j. any proposal presented to a group                                    |
| 11. _____motion       | k. a mallet used by the presiding officer to keep order                 |
| 12. _____floor        | l. a proposal to change a motion  |
| 13. _____ballot       | m. recognition by the presiding officer for the purpose of speaking     |
| 14. _____second       | n. a written vote   |
| 15. _____gavel        | o. support or endorsement of a motion                                   |

B. Number the entries below to indicate the usual order of business.

- |                              |                                     |
|------------------------------|-------------------------------------|
| 16. _____ Announcements      | 21. _____ Call to Order             |
| 17. _____ New Business       | 22. _____ Approval of Minutes       |
| 18. _____ Roll Call          | 23. _____ Unfinished Business       |
| 19. _____ Reading of Minutes | 24. _____ Committee Reports         |
| 20. _____ Adjournment        | 25. _____ Reading of Communications |

C. Underline the word or words which will correctly complete each statement below.

26. The presiding officer is always seated \_\_\_\_\_.
- to the right of the center
  - in the center
  - to the left of the center
27. The American Legion Auxiliary pin is worn \_\_\_\_\_.
- on the left lapel
  - on the right lapel
  - over the heart
28. A distinguished guest is always \_\_\_\_\_ of her escort.
- to the right
  - to the left
  - behind
29. A distinguished guest known to the assembly is \_\_\_\_\_.
- introduced
  - presented
  - nominated
30. Guests should never be expected to participate in \_\_\_\_\_.
- raffles
  - banquets
  - entertainment



31. Gifts secured for a distinguished guest are presented\_\_\_\_\_.
- at the conclusion of the guest's remarks
  - upon the guest's arrival
  - when the guest is introduced
32. A reception line is headed by\_\_\_\_\_.
- the president
  - the honored guest
  - the reception chairman
33. It is never improper to wear a\_\_\_\_\_over an Auxiliary pin.
- name tag
  - corsage
  - military insignia
34. As soon as a guest arrives, the Sergeant-at-Arms should\_\_\_\_\_.
- escort him/her to the dais
  - notify the presiding officer
  - request that he/she sign a guest book
35. It is considered disrespectful to\_\_\_\_\_.
- seat lesser ranking officers to the left of the presiding officer
  - walk between flags
  - rise when distinguished guests are escorted to the date
36. When the flag of the United States of America is presented with a banner, the flag is always\_\_\_\_\_.
- to its own left
  - to its own right
  - behind the banner
37. When carrying the flag of the United States of America, the left hand is placed\_\_\_\_\_.
- up on the staff
  - down on the staff
  - upon the flag

38. When retiring colors, stop about three feet from the colors and \_\_\_\_\_ before retiring the colors.

- a. bow
- b. address presiding
- c. salute

39. Post colors are always posted \_\_\_\_\_ when advanced for a joint function.

- a. inside
- b. outside
- c. behind

40. The flag of the United States of America should be posted \_\_\_\_\_.

- a. before the banner
- b. after the banner
- c. at the same time as the banner

D. Mark T before each statement which is correct and F before each statement which is incorrect.

41. \_\_\_\_\_ The first two words of any motion presented are, "I move ...."

42. \_\_\_\_\_ Before a motion can be discussed or voted upon, it must be seconded.

43. \_\_\_\_\_ A member wishing to change a motion under consideration may move that the motion be tabled.

44. \_\_\_\_\_ A member may make only one motion at a meeting.

45. \_\_\_\_\_ The chair announces the results of a vote on a motion.

46. \_\_\_\_\_ A show of hands is an acceptable form of voting.

47. \_\_\_\_\_ A motion may be amended by adding, striking out, substituting, or a combination of the above.

48. \_\_\_\_\_ Secret ballots are always counted by the presiding officer.

49. \_\_\_\_\_ Nominations of candidates for office do not require a second.

50. \_\_\_\_\_ An amendment must be voted upon before the main motion.

# Key to Junior Leadership exam

To be used to correct answer sheet of Junior members taking the Leadership course.

1. <b>e</b>	11. <b>J</b>	21. <b>1</b>	31. <b>a</b>	41. <b>T</b>
2. <b>d</b>	12. <b>m</b>	22. <b>4</b>	32. <b>c</b>	42. <b>T</b>
3. <b>i</b>	13. <b>n</b>	23. <b>7</b>	33. <b>b</b>	43. <b>F</b>
4. <b>h</b>	14. <b>o</b>	24. <b>5</b>	34. <b>b</b>	44. <b>F</b>
5. <b>g</b>	15. <b>k</b>	25. <b>6</b>	35. <b>b</b>	45. <b>T</b>
6. <b>b</b>	16. <b>9</b>	26. <b>b</b>	36. <b>b</b>	46. <b>T</b>
7. <b>c</b>	17. <b>8</b>	27. <b>c</b>	37. <b>a</b>	47. <b>T</b>
8. <b>l</b>	18. <b>2</b>	28. <b>a</b>	38. <b>c</b>	48. <b>F</b>
9. <b>a</b>	19. <b>3</b>	29. <b>b</b>	39. <b>a</b>	49. <b>T</b>
10. <b>f</b>	20. <b>10</b>	30. <b>a</b>	40. <b>a</b>	50. <b>T</b>