



BOARD HANDBOOK

A Guide to Effective Friendship Centre Board Governance



Aboriginal Friendship Centres of Saskatchewan



WITH SUPPORT FROM: GOVERNMENT OF SASKATCHEWAN - FIRST NATIONS METIS RELATIONS

TABLE OF CONTENTS

History — Page 3

Code of Ethics — Page 5

Constitution and By-Laws — Page 6

Policies and Procedures — Page 10

Legal Responsibilities — Page 14

General Board Functioning — Page 17

Roles and Responsibilities — Page 25

Conducting Board Meetings — Page 36

**Leadership and Communication Skills —
Page 50**

Change and Decision Making — Page 62

Working with Volunteers — Page 74

HISTORY OF THE MOVEMENT

The first Friendship Centre opened its doors in Winnipeg in 1959. In 1969, the Friendship Centre movement grew to thirty-six Centres across Canada.

In the late 1960's various Friendship Centres began to meet annually to discuss mutual concern and aspirations. In 1969, a steering committee was established to study the feasibility of a National Body and at the 1971 Annual Meeting of Friendship Centres; the Steering Committee recommended the formation of the National Association of Friendship Centres (NAFC). The NAFC established its national office in Ottawa in 1972.

The NAFC provides focus for its membership. There are Friendship Centres in each province and territory, except Prince Edward Island. The NAFC coordinates the activities of its membership that includes six Provincial and one Territorial Association.

The NAFC is a non-political, non-profit organization operated by a twelve (12) member voluntary Board of Directors. The Executive is made up of a five (5) member Board elected at the National Annual General Assembly on staggered terms.

As each Friendship Centre is an autonomous body, the NAFC's role is basically a supportive one, which includes the following:

Acts as a central communications body to provide an on-going flow of information to the PTA's and to the Centres,

Monitors the various Federal Government departments that have a mandate to provide either services or funding to Urban and migrating Native people.

The Department of Canadian Heritage through the Aboriginal Friendship Centre Program (AFCP), which is administered by the National Association of Friendship Centres, funds each of the Friendship Centres. PTA's, under the new transfer agreements signed between the NAFC and Canadian Heritage, has a new and ever important role with respect to funding accountability and efficiency. The PTA's role is to act as the liaison and facilitator of the process for providing funding from the AFCP to the individual Friendship Centres in Saskatchewan.

The AFCS office also acts as the central communications office between the Friendship Centres in Saskatchewan and the NAFC. As well, AFCS advocates for the Friendship Centres in all service areas such as education, aboriginal training and employment and housing

In the early 1990's the program suffered from a series of severe cuts, which saw the total elimination of all discretionary elements of the program and a 30% reduction in core funding levels.

On March 31, 1996 the Department of Canadian Heritage and the NAFC signed a five-year agreement on the transfer of the AFCS. AFCS administers the Aboriginal Friendship Centre Program to all Friendship Centres in Saskatchewan.

The operational entities within the Friendship Centre Movement are separately incorporated, autonomous, non-profit organizations and are elected from the local community by the local community.

A volunteer board of directors governs AFCS. The AFCS board of directors is comprised of member Friendship Centre representatives selected and appointed by the local Friendship Centre. During the annual general meeting, each member centre is represented by two voting delegates who elect the executive committee, which makes up the other four members of the board.

An integral part of our association is the Saskatchewan Aboriginal Youth Council (SAYC) that was developed by AFCS and the member Friendship Centres to represent the concerns of youth involved in local youth councils in each Friendship Centre location. The SAYC structure is mirrored to the structure of AFCS.

CODE OF ETHICS

In order to be a member in good standing of the Association, individual Friendship Centres must subscribe to the following principles:

- a) It must be a community directed organization, define itself as a Friendship Centre and have aims and objectives of the Association;
- b) It must first and foremost show respect and honor for all Native beliefs and customs and must act and speak with the pride and dignity that Native heritage demands;
- c) It must be committed to information sharing, referrals, recreation and social activities, cultural reinforcement community development and similar activities that ensure that Native people will be afforded a better quality of life through Native self-determination;
- d) It must support unity amongst all Native people without regard to legal distinction which may be drawn between Status and Non-Status individuals or amongst Metis, Native or Inuit people (in keeping with the foregoing, the Friendship Centre shall offer its services to all Native people without regard to Status or racial origin);
- e) It must support and work towards achieving the stated aims and objectives of the Association;
- f) It must be tolerant to diversity, forthright in expressing its views on particular issues and respectful of the opinions of other Friendship Centres and Native groups;
- g) It must agree to bring any grievances, comments or complaints relating to the Association to the attention of the Board of Directors of the Association
- h) It must endeavor to work in a cooperative manner with other Friendship Centres to solve problems of mutual concern;
- i) It must endeavor to work in a cooperative manner with other groups and organizations, be they Native or non-Native, in order to develop a human society of equal opportunity for all peoples and respect for all living things; and
- j) Its members must honor and respect the commitments of the Friendship Centre to the Association.

CONSTITUTION AND BYLAWS

What are bylaws?

Your non-profit board requires a set of rules and regulations - or bylaws - that govern its internal operations. Bylaws may also be referred to as the charter or constitution. The bylaws provide structure, organization and continuity to such matters as the definition of who is included in the organization's membership, the composition of the board and how board meetings will be run. When disagreements arise on your board regarding the ways it conducts its internal affairs, the bylaws should provide the solution.

What should the bylaws say?

Each non-profit has unique needs and circumstances and therefore has a distinctive set of bylaws. However, the subjects that comprise bylaws tend to be similar from one organization to the next. In fact, the provincial legislation governing the incorporation of societies or non-profit associations typically requires certain topics to be covered in all non-profits' bylaws. The ways in which these subjects are dealt with will differ in each organization, though, depending upon its needs.

Here are some of the subjects that are commonly addressed in a non-profit organization's bylaws. Have a look at some of the questions the bylaws should answer.

Introductory Articles

- What is your organization's name?
- What are its objects (or the mission or activities it pursues)?
- What is the purpose of this document?
- What are the definitions of the terms used in this document?

Membership

- Who are members of your organization?
- How do they become members?
- What are their membership rights?
- How could they withdraw or be expelled from membership?

Meeting of the Membership

- What are the procedures for annual general meetings and other meetings of your organization's membership?
- What constitutes a quorum at your meetings?
- How is voting conducted at your membership's meetings?
- How much notice is required for meetings?

Board of Directors

- How is your board elected?
- How many directors are to be elected?
- What are the directors' terms of office?
- What are the powers of your board and its directors?
- How will board meetings be conducted?
- How are vacancies filled?
- How are resignations and expulsions handled?

Officers

- Who are the officers of the board? How are they appointed?
- What are their duties and their powers?

Committees

- What are the standing or permanent committees of your board?
- What are the powers and responsibilities of the committees?
- How are the committees formed?
- How are the committee meetings conducted?
- Is there an Executive Committee, and if so, who is on this Committee?

Employees

- Can your board hire employees?
- What are the bounds of your employees' authority?

Administrative and Financial Matters

- What insurance coverage must your organization maintain?
- Who maintains and has charge of your organization's minute books, financial records and other records?
- Who controls the use of your organization's corporate seal?
- Who are the organization's signing authorities?
- What is your organization's fiscal year?
- How are auditors appointed?
- What rules govern depositing and borrowing money?

Dissolution

- What is the procedure for winding down your organization?
- What happens to your organization's assets upon dissolution?

Amendments

- What is the procedure for amending your organization's bylaws?

Why are the by-laws needed?

Bylaws are needed to enable an organization to function smoothly and efficiently in working to reach its goals. A poorly organized organization will not neither attract nor retain its members. Also, an organization will usually be asked to submit a copy of its by-laws when applying for funding.

Who writes the By-laws for an organization?

According to the size of the organization a committee of three, five or seven people could be appointed to prepare by-laws that are simple, brief and flexible. Too many restrictions built into by-laws will act as a straightjacket for the organization. When ready, copies of the proposed by-laws should be sent to all members of the organization with the call to a meeting at which they will be discussed and approved.

Who adopts the by-laws?

A majority is necessary to adopt the by-laws. However, a two-thirds vote is usually necessary to make changes in the by-laws once they have been adopted. At the beginning of the discussion on adopting the proposed by-laws, a motion could be made and seconded to adopt the by-laws as a whole. Under this motion, the by-laws are considered one article before going on to the next one. When the members have discussed and amended each article as desired, the chairman takes a vote on the by-laws as a whole.

When do By-laws go into effect?

By-laws go into effect immediately upon adoption. If it is desired that this be postponed until a certain date, a "schedule" for the time when they will become effective must be approved by majority vote when the by-laws are adopted. This "schedule" may be for one item or section, or for the by-laws as a whole. When the members of an organization have voted to adopt a set of by-laws, the organization is officially in business and is no longer "just a bunch of people getting together." The organization is ready to begin work in orderly fashion on its chosen goals.

What happens to the By-laws once they have been adopted?

Once they have been adopted, by-laws cannot be suspended – not even by unanimous vote. Every member should have a copy of the by-laws, and a part of one meeting each year should be set aside for reviewing the by-laws and the basic procedures of the organization. Bylaws may be changed according to the rules for amendment, which are part of the by-laws.

Note:

The vote on an amendment to the by-laws, which have been adopted, may not be reconsidered at that meeting.

Your board should review the bylaws from time to time, and propose amendments that will allow the boards to more effectively achieve the work of the organization. Amendments must typically be filed with the provincial office that deals with corporate affairs.

Bylaws are the rules, which the members of an organization agree to follow in carrying out the business of the organization.

Sample By-Law

The details of by-laws will differ from organization to another

Article I

The name of this organization will be the *“Island Park Community Council”*.

Article II

The purpose of this organization will be to plan and carry out activities to ensure adequate recreational activities and facilities of Island Park.

Article III

Membership in this organization will be open to all adult residents of Island Park.

Article IV

Members will be required to pay dues of \$3.00 per year. Money received from dues will be used to pay for expenses of the organization.

Article V

Regular meetings of the organization will be held every third Monday of the month.

Article VI

A quorum shall consist of one-third of the membership of the organization. No business can be acted on without a quorum present. A majority vote of members present is required to transact business.

Articles are listed as necessary to your organization

POLICIES AND PROCEDURES

Developing Policies and Procedures

One of the important functions of boards relates to “policy” development, whether as an advisory board which gives advice about an organization’s policy, or as a governing board which determines policy or as an administrative board which determines and implements policy.

Well-recorded policy decisions help boards make decisions more easily and help board members define the role of the board and individual members.

What are policies?

The constitution and by-laws are the basic policy documents that govern the organization’s operation. The ongoing decisions made by the board also form its policies.

Policies set the framework for board, committees, staff and volunteers to do their work.

Policies reflect and clarify the organization’s purpose.

Policies provide historical information on past decisions that are the basis for current and future decision-making.

How does a board know when a policy is needed?

Policy may be based in a need identified by board, committee, staff or membership.

May be in response to external factors, such as changes in the community or environment.

An assessment of how the organization is operating may point out the need for a new policy or revision of existing policy.

A written policy may be required to formalize practice that has evolved within the organization.

How are policies developed?

A committee or board members may develop written policy recommendations and bring them to the board for approval.

Board may delegate preparation of policy recommendations to a committee or staff.

Staff may develop written policies based on recommendations from the board or the committee.

Policy recommendations should be put before the board in the form of a motion/resolution and approved by the board.

Approved motions are recorded in the minutes and become part of the organization's policies that govern future decision-making and action.

How are policies translated into procedures?

Approved policies are the basis for how the organization carries out its work. The procedures are the steps taken and the methods used in carrying out the policies.

Policies and procedures should be recorded in a handbook so that board and committee members and staff have a reference that is easy to access.

Policies and procedures are not cast in stone. They should be evaluated regularly and changed if necessary. Policy changes should be made by board motions and procedures amended if necessary to reflect different policy.

Summary

Policies and procedures influence the functioning of the organization. That board or committee can only develop an individual board's policy handbook and/or record of its policies and related procedures. The responsibility for evaluation and updating policies will also have to be assumed by the board.

Types of Policies

Framework Policies

Mission and Vision Statement of the organization
Goals and Objectives of the organization
Normally developed by the Board

Governance Policies

Organizational Structure
Roles and Responsibilities and Functions for the Organization
Constitution and By-laws of the Organization
Usually developed by Board with assistance from senior staff

Operational Policies

Framework for developing procedures for the management and administration of the organizations

- Finances
- Personnel
- Programs
- Advocacy/Issues

LEGAL RESPONSIBILITIES

If you have determined that you are a POLICY BOARD, then you must consider your specific role as decision-maker and governing body for the organization. You as a group have the ultimate responsibility for the policies and functioning of your organization and this means you are legally responsible for all facets of its operation.

If there should be a lawsuit brought by a former Director, or contractual difficulties with the owner of the building in which you have your program, the POLICY BOARD as an incorporated body, is considered the legal entity that must deal with those issues. You, as individuals, cannot be held responsible financially by the settlement. Even a small legal case can effectively wipe out the budget of a voluntary, non-profit organization like yours.

LEGAL CHECKLIST

DOES YOUR BOARD HAVE:

Up-to-date by-laws?

Written personnel policies and procedures of the organization?

Written policies of the organization as determined by the Board of Directors?

ARE BENEFITS IN FORCE FOR ALL STAFF MEMBERS?

Life insurance

Retirement for all eligible personnel

Worker's compensation

DOES A COMPETENT CHARTERED ACCOUNTANT OR CERTIFIED GENERAL ACCOUNTANT DO AN ANNUAL AUDIT?

Is it fully and accurately reported to the Board?

Is it accepted by voting Members of the Organization?

Is it available to any member of the organization?

Is it available to any member citizen of the community?

ARE CONTRACTS MADE BY YOUR ORGANIZATIONS IN ORDER AND UP-TO-DATE?

With individual staff members?

With funding organizations?

With your landlord?

Are the stipulations of any grant being fully complied within areas of administration, disbursement, program and reporting?

ARE THE FINANCES OF YOUR ORGANIZATIONS IN ORDER?

Are taxes paid?

Are there outstanding bills?

IS YOUR INSURANCE ADEQUATE AND IN FORCE?

On your building or office or other facilities? (Theft, liability, fire)

For your staff?

For your volunteers, when traveling, (vehicle) wherever they may be on organizational business

DO YOUR BOARD MEMBERS INDIVIDUALLY UNDERSTAND:

Legal responsibilities of the Board of the Organization?

The incorporation papers of the Organization?

If the program activities of the organization are within the legal scope of the corporation's purposes?

If not required to provide workers' Compensation, an employer may purchase employee disability insurance for paid and volunteer workers. This insurance provides benefits to a worker, due to an injury, if unable to pursue their regular livelihood. If purchasing this insurance, discussion should be held with individual workers to ensure that in the event of injury, benefit's from all resources will not exceed the amount of income lost.

Property Insurance is designed to cover property against specific risks such as fire and must be purchased separately for a building and its contents. Coverage may also be extended to losses as a result of business interruption. For both property and liability insurance there are specific tenants' policies.

Paid or volunteer workers driving an organization owned vehicle would be protected by the organizations automobile insurance for that vehicle. Drivers using their own vehicles must insure their vehicles to the fullest extent of their potential liability. As an additional hazard under the general liability policy, an organization may purchase non-owned automobile insurance to cover the organizations' liability in the event claims against the worker owned vehicle exceed the coverage on that vehicle. In all these cases, it is desirable to obtain written permission from the insurer regarding vehicle use.

In all organizations, it may be wise to explore **professional liability insurance**. This covers liability resulting from incorrect professional activity and is quite common in the medical field.

Insurance is a complex field characterized by increasing specialization. Ask an insurance agent to fully describe, the different types of coverage available. Be a wise consumer; explore the market before you buy!

INCORPORATION OF THE ORGANIZATION

Incorporation is the registration of your organization under the Societies Act of the Province. This Act governs the rights and liabilities of groups who wish to form a society, but it is not required that any group incorporate under the Act. The members of the group themselves must make that decision. Some of the advantages of incorporation are:

Corporation has legal existence and is more definite and permanent;

Member of the group is not personally liable for debts or other liabilities of the society;

Corporation formed may hold title to property and contract in its own name;

Incorporation gives any majority members the power to bind others by their acts;

Incorporation is often necessary to receive funding from government, foundations, and other funding bodies.

Information on incorporating may be obtained from:

The Corporations Branch—SK
Department of Consumer and Corporate Affairs

THE CORPORATE SEAL

The Seal of the Corporation permits the Friendship Centre to legally carry on business. Once the government recognizes the Friendship Centre as a corporation, a seal is granted and should be used to ensure the legal affairs of the Centre are carried out properly. The Friendship Centre lawyer may keep the seal if the Board so wishes. The seal should be used on all legal agreements, funding agreements, leases and approved Board meeting minutes.

Shall be of such design as is compliant with government regulations.

Shall be affixed to all documents requiring execution under corporate seal, by such parties as, from time to time, may be authorized by the Board.

Shall be kept at the Friendship Centre or by another person appointed by the Board and shall be used as provided for in the constitution.

GENERAL BOARD FUNCTIONALITY

This section has basic information on what Friendship Centre boards do and how they function. Topics included in this section:

Basic roles of the board

Value of the organization's mission statement

Different types of boards

The importance of a board working as a group.

The board of a new organization or individuals who have had little or no experience may first need to discuss these questions:

Why does an organization need a board?

What does the board do?

Different interpretations from individuals may be received and their perceptions of what their board is doing, rather than what it should be doing will generate discussion.

It is critical that Friendship Centre board members know the purpose of the organization locally, provincially and nationally. Boards should be familiar with the mission statement of their local centre. As Centres are local grassroots organizations responding to changing local issues, concerns and needs, mission statements should be reviewed regularly to be sure that it's appropriate for the business of the Friendship Centre.

The mission statement states what the Centre's reason for existence is and as such, it is important as well for board members to understand the importance of the mission statement and how it intertwines with the whole Friendship Centre Movement.

A Friendship Centre board is the governing body of the organization. In this section we hope to provide you with information that will assist you to understand the three basic types of boards. This understanding will enable board members to identify what kind of board they are as well as what type of boards the organization is in contact with.

Board members working together as a group will help the organization and will establish a positive working environment.

Mission Statement

One of the most important tools of the Friendship Centre should be a written statement of purpose, often called your mission statement. The mission statement should be one or two sentences that can be easily understood enabling board members to use it as a basis to:

Evaluate plans, Policies, and Approve programs

A mission statement should be clear and concise enough that board members, the general membership and staff can use it to communicate to the public about what the organization does.

A mission statement should describe the uniqueness of the organization and should focus on these three questions:

1. What does the organization do?
2. Who does the organization serve?
3. How does the organization fulfill its function?

Can you write your mission statement of the organization?

Types of Boards

It is important that board members understand the type of board on which they serve so that they are aware of the scope of the board's power and authority.

What may seem to be several different types of boards are actually only two governing and advisory. The difference is in their legal status.

A governing board is a legal entity that exists independently through articles of incorporation. In legal terms, it is the organization. It has the authority to govern itself and manage the affairs of the organization within guidelines set out in its constitution and bylaws. It is accountable for the proper conduct of the organization's business. Members of the board are elected.

An advisory board exists under the legal authority of a parent body. This parent body may be a governing board, a government department, a municipal government, an educational institution or some other organization. The parent body defines the role of the advisory board and the limits of authority and responsibility for the functions it is assigned. Members of the board are usually appointed.

Types of Governing Boards

There are two types of governing boards, the administrative governing board and the policy governing board.

The administrative governing board is involved in the day-to-day management and administration of the organization as well as its governance. An executive committee may carry out the functions of administering and managing the organization or that may be the responsibility of the whole board. This type of board usually has little or no staff support.

The policy governing board usually employs staff, such as an executive director or a general manager to whom they delegate the responsibility of conducting the day-to-day business of the organization. The board is left to focus its energy on its most important function, governance.

The difference between the policy and administrative governing board may not be clearly delineated. Boards may move through a transition phase as they hire staff to perform administrative functions. However, both types of boards should not lose sight of their most important role, governance and policy development.

Types of advisory boards

There are two types of advisory boards, informational and operational.

The informational advisory board is advisory in the literal sense. It advises and provides information to help the parent body make decisions.

The operational advisory board is mandated by a parent body to conduct certain functions and is given appropriate authority to carry them out. It is usually asked to manage and administer programs and services on behalf of the higher authority. An operational advisory board may appear to be governing board because it does exer-

cise some powers. However, its power and authority are limited by the mandate of the parent body. The parent body is ultimately accountable for the organization.

The board as a group

The most challenging aspect of a board's work is to function as a cohesive group in order to achieve agreed upon goals and objectives and to carry out the purpose of the organization. To these ends, boards make decisions as a group. Even though individual board members may not agree with the group's final decision, it is important that they support it. This support is easier to develop and maintain if people feel they're part of the group.

In any working group two dynamics are involved all the time:

1. Production factors that affect how the job gets done
2. People factors that affect how people feel about the group

To be effective, groups need to pay attention to both facets of their operation. Individuals must know what needs to be done and then be in agreement on how to do it. Working together requires that individuals learn to solve problems and to make decisions in a climate that encourages:

- Trust and acceptance
- Respect for different points of view
- Expression of ideas and opinions
- Open, honest communication
- Support for group decisions

A board cannot function effectively when domination exists by any of the following:

- The president or any other individual
- A subgroup or clique
- Members with very strong opinions
- The staff
- Outside forces (usually of a special interest, political or financial nature)

In order to function effectively as part of the group, each board member should:

Realize that different people play different roles in the organization and thus will see issues differently

Recognize that when people ask challenging questions, they may not be trying to be difficult, they're just "doing their job" as a board member

Listen with an open mind to all opinions, options, perspective, questions and concerns on issues

Appreciate that different opinions and perspectives give more information on which to base decisions

Effective Committees

Committees are often the working force at the heart of an organization. Effective organizations are often directly related to effective committees.

"A committee of three gets things done if two don't show up"

--- Herbert V. Prochnow

If this is how your committee works best, you may need to make some adjustments. All of us have experienced the long, dreadful board meetings where upon leaving you're not sure what was accomplished. Committees, used effectively, can save time and make it easier for members to make decisions. It also broadens the involvement of members because each board member or executive requires committee members to work with them.

Why are Committees Used?

They are used to save time at general meetings. Matters can be discussed and reviewed in detail by a committee and recommendations brought to the general meeting. The work of the organization becomes more efficient. The specialized skills and interests of members are used to their full advantage. More members get involved in the detail work of the organization. Responsibilities are shared according to skills and interests of members.

New or inexperienced members can gain valuable insight into the organization and develop confidence by serving on committees.

Type of Committees

There are two basic kinds of committees:

Standing - committees are created by the standing orders, rules, by-laws, or regulations of an organization. They exist and function on a permanent basis. Examples of common standing committees would be finance, nomination, education, etc.

Ad Hoc - committees are appointed for a specific purpose on a short-term basis. An example is organizing an educational event.

Purpose of Committees

A Committee is a small group appointed to deal with a specific task or problem and carry out the plan of action as directed by the organization, the executive or the board of directors.

Many organizations have too many committees, often with unclear responsibilities. You should be able to answer the following before any committee is established:

What's the purpose and authority of this committee?

What are the responsibilities, specific tasks and time limits of this committee?

Identify what success will look like including an evaluation process that includes how often

What type of reporting to the organization is expected?

Job or role descriptions, expectations of each committee member (examples: chairperson, recorder)

What's the term of office for members? How do we fill vacancies?

How are members picked for this committee?

What's the budget of this committee?

What resources does this committee have and what will it need to complete its task?

The committee's terms of reference should be written and included in the organization's policies or recorded in a motion. These terms of reference are available to all organization members.

Committee Membership

Selecting committee members is the best way to ensure that you get the people with the right skills, interests and commitment to the task.

Three to seven people are a good size for most committees.

The Chairperson's Role...

Assist the committee in developing a common view

Share responsibilities

Stimulate the group

Conduct thorough orientations from term to term to gain the full understanding of the role and expectations

The committee chair should be selected with careful consideration. The chair isn't necessarily the technical expert of the committee. It's more important that the person works well with others, can organize effectively, can motivate others, keeps people on task and has good communication skills. Other responsibilities of the chair include preparing and presenting committee reports, ensuring a successor is groomed to assume the chair's role in the future, setting agendas, calling meetings and ensuring that all members have the opportunity to contribute.

Recruiting Committee members...

1. Recruit people with expertise willing to donate their skills for the term of the committee, not necessarily members
 2. Recruit interested and dedicated people
 3. Keep the committee size small enough to communicate easily
 4. Periodically assess effectiveness of committee to keep on track
- Have a good, clear committee job description so everyone understands exactly what needs to be done

Committee Reporting

The committee is responsible for keeping the organization or group that created them informed about their accomplishments. There are three ways to report back to the group:

1. For information - update the board on the committee work but feedback or a decision is not required. To save time, give a written report and circulate before the meeting.
2. For discussion - looking for feedback from the membership. Circulate the committee report before the meeting to encourage more feedback, set a time limit for discussion. Propose issues you would like to discuss.
3. For action - wants the board to make a decision so committee prepares a report and states the recommendation in the form of a motion. Circulate the report before to give people a chance to think about the recommendations and their impact.

The committee chair usually reports to the general meeting. Reports should be concise, but should show that a full discussion was held and all options were considered. The organization should never feel that the committee missed something. The committee should present specific recommendations. Reports that are for information only don't require a motion. If a committee wants to bring ideas, actions or recommendations to the members through their report, the committee chair should say, "By direction of the committee, I move . . . "

Making Committees Work Effectively

Committees work efficiently and effectively when the following questions can be answered with a "yes" response.

Is the purpose of the committee clear to all members?

Does the committee recognize its time commitments both in the overall project and at meetings?

Is there good communication among members?

Are members and the chair well prepared?

Are minutes clear and concise?

Does the committee evaluate its performance?

Are members recognized and appreciated?

Is the work of the committee recognized as making a valuable contribution to the organization?

Summary

A committee is really a work unit of the organization. It's the best way to take work and break it into meaningful and manageable chunks. Effective committees remove time-consuming detail from organization meetings. They allow more people to be involved and expand the support base of the organization. Committees build commitment of members to the organization.

ROLES & RESPONSIBILITIES

The Chairperson's Strategy

The position of chairperson is an incredible opportunity to meet new people and develop leadership skills. In your new role you will be asked to provide guidance in achieving the organization's goals. Below is a guide to accomplish the challenge set before you. Also included are some examples of phrases or questions you could present to initiate activity and get everyone involved.

Be Prepared

What are some of the past successes and challenges of this organization?

What key points could you draw from annual reports or past executive that may have an impact on future planning?

In speaking to the new executive, what are two or three things your organization can accomplish this year?

Randomly ask the executive and members about agenda items for meetings.

Be familiar with Parliamentary Procedures for conducting the business of the meetings in an orderly fashion.

Have a problem solving plan ready incase difficult issues arise.

Let members know you value their time and demonstrate this by starting and ending on time.

Encourage other members to come prepared. By having executive reports written down saves time for the secretary especially when spelling names and writing numbers.

Create a Positive Atmosphere

Be enthusiastic. It's contagious.

It may take some time initially for the members to feel comfortable in the group. Ask someone to coordinate snacks or get-to-know-you' exercises for each meeting.

Ask everyone to be open and honest by contributing ideas, opinions and expressing concerns.

Keep an open-mind and be willing to try new things.
Stay optimistic and focus on what can be accomplished, not on the organization's limitations.

Communicate

Let members know what is expected of them by sharing job descriptions or the organization's bylaws.

Leaders spend more time listening than talking. Questions directed your way can be redirected back to the group. "How does the group feel about this?" or "has anyone ever had a similar experience? What has worked for you?"

Draw quiet members out by asking: "what do you think?"

Paraphrase ideas back to the group to clarify understanding. You might start a sentence with: "so, what you're saying is..." or "do you mean..." or "could you give us an example?"

Summarize points periodically to keep on track and formalize decisions. Start by saying, "so if I am understanding this..." or "what you're saying is as a group we should..."

Promote the organization to many people.

Delegate

One person could never accomplish all the tasks of the organization but if everyone takes a part of the load it makes it easier for everyone to carry.

Members often take more ownership and feel more a part of the group if they are included and asked to conduct a specific duty. Example: "you seem to know a lot about that subject, would you like to..." or "would anyone be interested in checking into that?"

All members like to be challenged.

Manage Conflict

What aspects do the different sides of the disagreement have in common? Can you find commonalities by relating it back to the organizations goals? Examples of sentences: "there seems to be agreement on..." or "is there another alternative that might meet our needs?"

List differences of opinion on a flipchart to evaluate positives and negatives. This helps to separate the ideas from the people suggesting them. Sometimes long, difficult disagreements can be tabled to next meetings.

Show Respect

A 'thank you' goes a long way in showing appreciation to members. People like to know they are appreciated. Meetings and other gatherings should be of sufficient value to repay the effort of those attending. Listening to member's comments and contributions also shows respect, even if you do not agree. People like to be recognized for their accomplishments in different ways. For example: some would prefer to be rewarded in a large group while others would rather receive a note or quiet thank you.

Summary

A research project conducted by Kouzes and Posner suggested that honesty was the most desired characteristic in admired leaders. Other important leadership traits were: inspirational, motivational and competent. By using the short guide above you will succeed at moving your membership towards action.

Roles and Responsibilities of Directors and Executives

The constitution or bylaws of most organizations outline how the organization functions. In many organizations a board of directors is selected from the membership and from the board of directors an executive (officers) is chosen to conduct the affairs of the organization. In some organizations, the executive is elected directly from the membership and operates without directors. In other organizations, the board of directors and the executive are elected directly from the membership.

As the directors or executive of an organization have the responsibility of representing the interests of their members, the role of a director or executive officer is important.

Role of the Directors and Executive Members

The roles and responsibilities of the directors should be defined in the constitution, bylaws or policies of the organization. While these roles may be different in each organization, it's important that all directors are aware of their roles and responsibilities at the beginning of their term.

The powers, roles and responsibilities of the executive members are usually outlined in the constitution, bylaws or policies. In many organizations, staff is hired to conduct the business of the organization. The relationship between the directors, executive members and staff should also be defined in the organization's constitution, bylaws or policies.

Organization/Board Manual

An organization or board manual is a critical source of information for new and experienced directors and executive members. At minimum, the manual should include:

- The bylaws or constitution of the organization
- Job descriptions of the directors, executive and staff
- A list of the directors, executive and staff, including addresses and phone numbers
- Committee responsibilities/terms of reference
- Procedures and policies
- Legal documents
- Strategic plans

Giving new directors/executive members copies of past minutes, financial statements and information on the organization's activities also helps them get familiar with their role. Review the documents with new directors/executive (often called orientation) or ensure they know that you are available to answer any questions they might have.

ROLE OF THE BOARD

The Board of Directors of a Friendship Centre is the formal policy-making body for the Organization. It is the responsibility of the Board to ensure that the objectives of the organization are carried out and the constitution and by-laws are legally upheld. This is referred to as the judiciary responsibility of the Board.

It is the responsibility of the Board of Directors to establish the policies of the organization and to ensure the policies are compatible with its objectives. When the Board of Directors makes formal policies, decisions, changes in administration or personnel policies, etc., they are recorded as "Motions" in the Board minutes. Generally, the Executive Director carries out policy decisions passed by the Board.

It is particularly important for the Board of a Friendship Centre to assume a public relations role in the community and to maintain important contacts. It should be noted, however, that individual Board Members may not speak as representatives of the Friendship Centre unless delegated by board motion. Board members should also make an effort to recruit new board members from within the community who have similar concerns or who are particularly interested in the Friendship Centre Movement.

The Board of Directors:

Ensure that goals of the Friendship Centre are set, based on the standards of the community and are compatible with the vision/mission of the Friendship Centre.

Establish policies and ensure policies are compatible with the set goals.

Assume a positive public relations role in the community.

Inspire and present a positive role model.

Recognize that the Friendship Centre needs a skilled, devoted, energetic Executive Director and employ such a person and then call upon that person to lead the organization jointly with the Board.

Supervise the Executive Director.

Identify priority needs, short-term and long-term goals

Ensure the Constitution and By-Laws of the Friendship Centre are legally upheld.

Assign the Executive Director responsibility for all administrative duties.

Ensure good financial control in all operations of the Friendship Centre.

Review, approve, recommend revisions, evaluate plans and program.

Establish a mutually agreeable evaluation process for the performance of the Executive Director and then regularly implement this process.

Understand the difference between policy-making and implementation.

Policy = What is to be done? -- Board Decision

Implementation = How it is to be done? – Staff Decision

Fulfill organization's obligations: Legally, Morally, and Ethically.

Attend meetings, ensures quorum and participates (regularly).
Support Board decisions to the community.
Maintain the Friendship Centres' interest over individual or collective interests.
Allow staff to do the work.
Establish committees and ensure committees have clear mandates and further ensure that committees report and receive full board approval before staff implementation of any recommendations.
Is accountable in full to the membership at the Annual General Assembly or when special meetings are convened.
Respect lines of authority.
Delegate tasks identified only by motion/resolution in a duly convened meeting.
Keeps board discussions confidential and maintain supportive attitude towards decisions.
Provide sound, timely, constructive advice.
Authorize capital expenditures.
Elect executive officers (subject to the local constitution).
Determine salary levels and increases.
Ensure proper records are kept of all its meetings.
Uphold the code of ethics.
Ensure all points of views are heard before a decision is made.
Ensure adequacy of insurance.
Create and establish policies, which discourage the practice or the appearance of nepotism.

Responsibilities of Directors/Executive Members

Trusteeship

The directors/executive members are responsible for the organization's programs, policies, image, and assets. They have a duty to manage the organization honestly, in good faith and in the best interest of the organization while using the care and diligence of a reasonably prudent person.

Financial Management

Directors/executive members are responsible for all money the organization raises, accepts and spends. They are obligated to exercise responsible judgment; similar to the care they would exercise with their own personal finances. Organizations should ensure that there are adequate financial controls and procedures.

Program Planning, Implementation and Evaluation

The directors/executive members must ensure that the organization reviews its mission statement, sets goals, defines its objectives and develops plans to reach these goals. Activities carried out on behalf of the organization should be consistent with the established goals. Evaluating the effectiveness of programs is part of the role of the directors/executive members.

Communication

Both written and verbal communication within the organization helps the membership understand and support the actions of the directors/executive members. The directors/executive members must develop ways to keep in touch with membership, especially when establishing goals and planning programs.

Public Relations

Directors/executive members are the ambassadors for and representatives of the organization. Their interaction with individuals and groups outside the organization's membership affects the image the organization has in the community.

Legal Status

Organizations have a variety of structures and legal status requirements. All directors/executive members should know the requirements and obligations under the charter and the laws governing their organization.

Summary

There is a lot of responsibility attached to being a director/officer. It can be an exciting learning experience. You can make an important contribution to your organization. Using these ideas helps you be successful and gain personal satisfaction from your role.

Representing Your Organization by Being a Delegate

Being a Delegate

Being chosen as a delegate for your organization gives you an ideal opportunity to learn more about your organization, to network with other delegates and to participate in decision-making. To be an effective delegate and to get the most out of this opportunity, there are things you need to do before you go. As a delegate you have a responsibility to your organization to do the best job you can at the event.

Before You Go

Review the meeting material. Know the purpose, participation requirements and program for the formal meetings and other planned sessions.

Make note of the important issues to be discussed or debated. Begin by reading and reviewing any background or position papers and resolutions. Discuss all the issues with your local executive and membership. Know how they want you to vote. Gather any information or documentation that is needed to strengthen your group's point of view.

Check with the members to see if there are any recommendations for changes to any of the proposed resolutions or motions. Be prepared to voice these suggestions at the conference. Prepare a list of questions or points that you would like clarified. Ensure that you understand the rules of voting. If there are special credentials needed to vote, you should receive them with your registration package. If you aren't a voting delegate, there are still many responsibilities that you have to fulfill.

Procedures for making presentations and taking part in discussions at the annual meeting should be outlined in the procedures for the meeting. Review the rules of order for conducting business.

If there are information sessions being presented, choose the topics that will benefit you and your organization in your operations. Be prepared by bringing the phone number for the executive of your local organization along with you. This can provide a good second opinion if an item needs a decision during the meeting and you need to consult someone at home.

It's good to leave a number where others can leave messages for you should they need to contact you at the meeting. Many organizations have policies and procedures that provide guidelines regarding the expenses that will be paid. All delegates should know how much financial support is available. Know which receipts and copies of bills are needed in order to be reimbursed.

At the Meeting

If a nametag is provided, wear it. At most conferences there are both delegates who have attended in the past and new delegates. Meeting new people is important and wearing a nametag makes it easier for you to meet others. Be punctual for sessions and meetings.

Sit where you can hear the speaker and practice good listening skills. We speak at a slower pace than we can think. Don't let your mind race ahead, wander or prejudge. Use your thinking time to consider how the speaker's thoughts and ideas impact your organization and its activities in the future. Take notes.

There are often opportunities for questions following a presentation. Make notes of key points in order to raise questions or get further information. Always use the microphone if one is provided. If you wish to present a motion, check on the proper procedure required. A written copy of the motion should be given to the chair and the secretary.

If you wish to debate a motion that has been presented, note what you want to say in point form to ensure you are presenting a clear and concise argument either for or against the action. Organize these thoughts before you speak. Take copies of the presentations if they are available. For sessions that you don't attend, try to get any handout materials provided in those sessions.

Conferences provide an excellent opportunity to network. This is your chance to meet the key people in your large organization. Set a personal goal to meet these people. Take along materials from your organization that you can share with other delegates. Remember, some of the best ideas are shared during the informal and social parts of the meeting.

After the Meeting

If an action is required from your organization in regards to something that has happened at the meeting, inform your executive as soon as you return. Prepare a written report on the conference and give your report to your membership at the first meeting following

the conference.

Encourage the Next Delegate

Encourage other people to take on the delegate's role in the future. Share your enthusiasm, experience and knowledge with next year's delegates.

Summary

Being the delegate for your organization is an honor and an opportunity. It also carries with it, responsibilities. Enjoy the challenge of this opportunity and make the most of your delegation experience.

BOARD MEMBER RESPONSIBILITIES

Purpose: The purpose of the Board of Directors is to manage the affairs of the Aboriginal Friendship Centres of Saskatchewan while unifying the Friendship Centres of SK into one strong voice addressing issues at the local, provincial and national levels for the betterment of Aboriginal people.

Each local representative in the capacity as AFCS board of director, in any official meeting as a whole board, or in part as a committee, shall abide and uphold the Constitution and By-Laws of AFCS,

The activities and deliberations of the board of directors will be compatible with the objectives of AFCS,

All representatives will practice financial restraint and accountability with regard to travel arrangements and accommodations while on AFCS business

All AFCS representatives will give adequate notice to the AFCS office when unable to attend a duly scheduled board or committee meeting

All AFCS representatives, while attending official board or committee meetings are strongly encouraged to comply with the time-table schedule

And all AFCS representatives are encouraged to provide oral or written concerns to the board of directors which may impact lobbying, policy development and maintaining lines of communication between the local Centres and the provincial office.

TYPICAL ROLES AND RESPONSIBILITIES

President

Acts as the chief officer and takes the lead role in the organizations affairs

Acts as a signing officer for cheques and other documents

Develops agendas cooperatively with secretary or staff and committee chairpersons

Provides a written report for quarterly board meetings

Presides at meeting

Vice-President

Acts as the President's designate and assists the President whenever possible

May hold a specific portfolio

May act as a signing officer for cheques and other documents

Provides a written report for quarterly board meetings

Secretary/Treasurer

Ensures motions and decisions of meetings are recorded

Ensures minutes and other organizational records are kept properly-

May act as a signing officer for the organization

Ensures the financial integrity of the organization

Makes a regular financial report to the board

CONDUCTING BOARD MEETINGS

Effective Meetings

Everyone involved in organizations is interested in making sure that their meetings are as productive and efficient as possible.

Meeting management tends to be a set of skills often overlooked by leaders and managers. The following information is a rather "Cadillac" version of meeting management suggestions. You might pick which suggestions best fit the particular culture of your own organization. Keep in mind that meetings are very expensive activities when one considers the cost of labor for the meeting and how much can or cannot get done in them.

The process used in a meeting depends on the kind of meeting you plan to have, e.g., staff meeting, planning meeting, problem solving meeting, etc. However, there are certain basics that are common to various types of meetings. These basics are described below.

(Note that there may seem to be a lot of suggestions listed below for something as apparently simple as having a meeting. However, any important activity would include a long list of suggestions. The list seems to become much smaller once you master how to conduct the activity.)

The Chairman

Prepare for the meeting. This includes preparing and distributing an agenda well ahead of the meeting, making sure that all meeting arrangements are in order and ensuring that all members understand their role in the organization and at the meetings.

Help the group establish rules of order. This ensures that all members are involved in discussions and decisions, and keeps the group focused on the task at hand.

Balance active discussion and participation with a need to accomplish the goals of the meeting in the appropriate time frame.

Selecting Participants

The decision about who is to attend depends on what you want to accomplish in the meeting. This may seem too obvious to state, but it's surprising how many meetings occur without the right people there.

Don't depend on your own judgment about who should come. Ask several other people for their opinion as well.

If possible, call each person to tell them about the meeting, it's overall purpose and why their attendance is important.

Follow-up your call with a meeting notice, including the purpose of the meeting, where it will be held and when, the list of participants and whom to contact if they have questions. Send out a copy of the proposed agenda along with the meeting notice.

Have someone designated to record important actions, assignments and due dates during the meeting. This person should ensure that this information is distributed to all participants shortly after the meeting.

The Agenda

The agenda is a critical component to a well-run meeting. The agenda is really just a list of topics to be covered at the meeting. Everyone attending the meeting should receive a copy of the agenda a few days before the meeting. This will serve as a reminder of the meeting and give participants the opportunity to prepare for the topics to be discussed. Members can also make sure that all topics they want discussed are included on the agenda.

Developing Agendas

Develop the agenda together with key participants in the meeting. Think of what overall outcome you want from the meeting and what activities need to occur to reach that outcome. The agenda should be organized so that these activities are conducted during the meeting.

The following agenda format is often used:

- Call to order
- Approval of the agenda
- Reading and approval of the minutes of the last meeting
- Officers' reports
- Standing committee reports
- Ad hoc committee reports
- Unfinished business
- New business
- Adjournment

The agenda should, however, be arranged to meet the needs of the individuals in your group.

Consider the following tips:

In the agenda, state the overall outcome that you want from the meeting.

Next to each major topic, include the type of action needed, and the type of output expected (decision, vote, action assigned to someone). Some items tend to unite the group, while others can divide it. Start and end the meeting with a topic that unites the group.

Think about how you label an event, so people come in with that mindset; it may pay to have a short dialogue around the label to develop a common mindset among attendees, particularly if they include representatives from various cultures.

Design the agenda so that participants get involved early by having something for them to do right away and so they come on time.

Place key items for discussion at the beginning of the agenda to ensure that participants have a lot of energy and you don't run out of time.

At the beginning of the meeting:

Review the agenda at the beginning of the meeting for additions, deletions or revisions.

Ask participants if they'll commit to the agenda.

During the meeting:

Keep the agenda posted at all times.

Put time limits on agenda items. Stick to them

A final note about developing an agenda - don't overly design meetings; be willing to adapt the meeting agenda if members are making progress in the planning process.

Conducting the Meeting

Physical Set-up of Meeting Space

All of the best planning efforts can be wasted if the physical surroundings of the meeting are forgotten. A seating arrangement where everyone can see each other is of great importance. Check the lighting, ventilation, acoustics, and size of room, temperature, rest rooms, nametags, audio visual aids and parking.

Opening Meetings

When opening your meeting, try to keep the following points in mind:

Always start on time; this respects those who showed up on time and reminds latecomers that the scheduling is serious.

Welcome attendees and thank them for their time.

Review the agenda at the beginning of each meeting, giving participants a chance to understand all proposed major topics, change them and accept them.

Note that a meeting recorder if used will take minutes and provide them back to each participant shortly after the meeting.

Model the kind of energy the participant needs in the workshop by meeting them.

Clarify your role(s) in the meeting.

Establishing Ground Rules for Meetings

You don't need to develop new ground rules each time you have a meeting, surely. However, it pays to have a few basic ground rules that can be used for most of your meetings. These ground rules cultivate the basic ingredients needed for a successful meeting.

Four powerful ground rules are: participate, get focus, maintain momentum and reach closure.

(You may want a ground rule about confidentiality.)

List your primary ground rules on the agenda.

If you have new attendees who are not used to your meetings, you might review each ground rule.

Keep the ground rules posted at all times.

Time Management

One of the most difficult facilitation tasks is time management -- time seems to run out before tasks are completed. Therefore, the biggest challenge is keeping momentum to keep the process moving.

You might ask attendees to help you keep track of the time. If the planned time on the agenda is getting out of hand, present it to the group and ask for their input as to a resolution.

Evaluations of Meeting Process

It's amazing how often people will complain about a meeting being a complete waste of time -- but they only say so after the meeting. Get their feedback during the meeting when you can improve the meeting process right away. Evaluating a meeting only at the end of the meeting is usually too late to do anything about participants' feedback. Every couple of hours, conduct 5-10 minutes "satisfaction checks". In a round-table approach, quickly have each participant indicate how they think the meeting is going.

Evaluating the Overall Meeting

Leave 5-10 minutes at the end of the meeting to evaluate the meeting; don't skip this portion of the meeting. Have each member rank the meeting from 1-5, with 5 as the highest, and have each member explain their ranking, with the chief executive ranking the meeting last.

Closing Meetings

At the end of a meeting:

Review actions and assignments,
Set the time for the next meeting
Ask each person if they can make it or not (to get their commitment).
Clarify that meeting minutes and/or actions will be reported back to members in at most a week (this helps to keep momentum going).

Always end meetings on time and attempt to end on a positive note.

Managing the Meeting

Group Decision Making

Establishing the purpose and agenda of a meeting is often easy in comparison to making decisions as a group. Every meeting will require that decisions be made. Therefore, it's important to set some "ground rules" for how the group will do this.

1. Define the issue or issues. Clearly separate all issues. Decide on the criteria that any solution will have to meet in order to be acceptable to the group.
2. Brainstorm alternatives. As members offer suggestions, record them on a flip chart. All suggestions should be accepted without criticism or evaluation.
3. As a group, explore the pros and cons of each idea. What are the advantages and disadvantages of each alternative? Does the idea meet the criteria? If not, could it be changed

- to meet the criteria?
4. Choose an alternative based on the discussion. Choosing a solution can be done by voting - either secret or public ballot. It could also be done by consensus.
What matters is that every group member has had the opportunity to participate in making the decision. If everyone doesn't feel they have input, the solution can be difficult to implement.
 5. Evaluate the outcome. This can be done once the action has been implemented. It can be done through discussion or by a report.

Group Discussions

Well-managed group discussions allow members to have input and feel part of the decision.

One-liners - The chairman of a large group might say, "Before going on, let's find out what everyone thinks of this. Let's have comments from anyone who would like to speak. Please limit yourself to one sentence." This allows for everyone to take a quick "read" of where people are at, without one or two individuals giving long speeches.

Survey - After a quick discussion, ask for a show of hands. This may be a minimal way of involving people, however, it does give a chance to express an opinion.

Buzz groups - Buzz groups are created by breaking the big group into smaller groups - three or four to a group. Buzz groups can be used to break the ice, generate ideas and encourage maximum participation. One person can be assigned as the recorder. Buzz groups can convene and report many times. In this way, the intensity of the small group alternates with the large group.

Brainstorming - Brainstorming is a technique that generates many spontaneous and diverse ideas. To ensure success with brainstorming, enforce these ground rules:

- No idea can be criticized.
- All ideas are acceptable.
- Pool creativity. Build on others ideas.
- The more ideas the better.
- Make sure that all ideas are recorded.
- Following the brainstorm, screen all ideas.

Handling Conflict

Conflict can arise in the discussions during the meeting. Conflict can be a positive thing if it leads to innovation, change and agreement. The chair of the meeting may need to help the group work through the conflict in a constructive way, in order to reach a decision that everyone can live with.

Consider the following:

Identify the issue. Separate the issue from the personalities of the people.

Ask questions to find out why people have taken their respective positions. Examples of questions would be: "Why is that important to you?" "What is it about this idea that you disagree with?"

Create an understanding in the group of each person's perspective on the issue. Avoid the situation where members take sides, identify with a position or identify with another member.

Identify areas of agreement, such as board principles. For example, "We all agree that the budget has to be approved by the end of the month."

Brainstorm solutions that address the concerns of all parties.

Find a mutually acceptable solution without coercion. Avoid voting because opposing members will feel left out of the decision. They will feel that their concerns haven't been met. If the discussion gets heated, take a short break. When the group reconvenes, summarize the discussion to that point and note areas of agreement. Move towards possible solutions on points of disagreement. Sometimes, more information is needed to make a good decision. Table the discussion until the information is available.

Summary

Meetings can be an effective and efficient way to conduct the business of an organization. Good meetings don't just happen. They are the result of preplanning and constant monitoring.

Guidelines for Conducting Business in a Meeting

The use of parliamentary procedure should enhance your organization's meetings, not frustrate the membership. There are many adaptations of parliamentary procedure that are quick and effective. It's important to find one that works smoothly for your group. As your membership discusses what parliamentary procedure ideas will work for them, remember that the procedures shouldn't interfere with group decision-making or stifle group discussion. All members should have the opportunity to speak and be heard. Meetings should be democratic.

Quorum

A quorum is the minimum number of eligible voters that must be at the meeting to conduct business. The quorum should be stated in your bylaws or constitution. Many groups use one-half or one-third of the voting members as quorum. If a quorum isn't present, the chairperson may dismiss the group. The group may proceed informally, understanding that any decisions made must be approved at the next meeting. They may also discuss items of interest, but make no decisions.

Making a Motion

1. After recognition of the member by the chairperson, the member makes the motion, "I move that . . ."
2. The chairperson asks for a second.
3. Another member seconds the motion, "I second the motion."
4. The chairperson states the motion and calls for any discussion on the motion.
5. The chairperson restates the motion.
6. The chairperson asks, "All those in favor of the motion?" "All those opposed?"
7. The chairperson states the results of the vote - carried or defeated.

Generally, to have a motion carried, a minimum of half of the voting members present plus one must vote in favor of the motion.

Amending a Motion

An amendment to a motion occurs after a motion has been moved and seconded and before it has been voted on. Amendments may change or modify a motion, but don't change the intent of the motion. They add, subtract or substitute words of the original motion.

If an amendment is offered to a motion and the maker of the motion likes the amendment, the maker may say, "If there are no further objections, I will accept the amendment."

If no one objects, the amendment doesn't have to be voted on, as it automatically becomes a part of the original motion.

- Or -

1. A member makes the motion - "I move to amend the motion by (adding, subtracting, substituting) (state exact words)."
2. The chairperson asks for a second.
3. The chairperson states the amendment and calls for any discussion on the amendment.
4. The chairperson restates the amendment.
5. The chairperson asks, "All those in favor of the amendment?" "All those opposed?"
6. The chairperson states the results of the vote on the amendment - carried or defeated.
7. If the vote is defeated, the original motion is restated and voted on, or a new motion for another amendment can be brought forward.

If the vote on the amendment is carried, the original motion is modified to fit the amendment. The chairperson restates it and a vote is taken.

Withdrawing Motions

The mover may withdraw their motion if they do so before the chairperson states the motion to the membership.

1. Mover states they would like to withdraw their motion.
2. The chairperson announces, "The motion has been withdrawn." Through the chairperson, anyone may ask the mover to withdraw a motion, but the mover doesn't have to do so. If the mover wants to withdraw the motion the above steps are used.

Sometimes a mover wants to withdraw a motion that the chairperson has already stated to the membership.

1. The mover asks the permission of the chairperson to withdraw the motion.
2. Permission is granted or refused by the chairperson.

A second can only withdraw a second if a motion has been changed after it was seconded. A withdrawn motion isn't recorded in the minutes.

Call for the Question

When a member feels that discussion on a motion has been exhausted, they can ask the chairperson to call for the question.

1. A member says, "I move we close debate and vote on . . . "
2. A second is required.
3. A vote is taken. A two-thirds majority is required to pass the motion.

If the motion is passed, the first motion is voted on. If the motion is defeated, discussion is resumed on the first motion.

- Or -

1. A member says, "Question."
2. A vote on the motion is taken.

Tabling Motions

Sometimes it's necessary to lay aside business so that it may be renewed at a later time.

1. The motion has been moved and seconded. Discussion may or may not be taking place on the motion.
2. A member says, "I move to table the motion until . . . "
3. A second is required.
4. Discussion is allowed.
5. A vote is taken.

To reactivate a tabled motion -

1. A member says "I move that we resume discussion on . . . "
2. The motion needs a second.
3. Discussion is allowed.
4. A vote is taken on whether to resume action on the original motion.
5. If carried, discussion on the original motion is resumed.
If defeated, the matter is ignored.

Rescinding a Motion

Sometimes the membership wants to rescind a motion once the motion has been voted on and carried.

1. After recognition of the member, the member makes the motion, "I move to rescind the motion relating to (previous motion) adopted at the _____ meeting."
2. The chairperson asks for a second.
3. The chairperson states the motion.
4. The chairperson calls for any further discussion on the motion.
5. The chairperson restates the motion.
6. The chairperson asks, "All those in favor of the motion?" "All those opposed?"
7. The chairperson states the results of the vote - carried or defeated.

Generally, a two-thirds majority vote is required to rescind a previously carried motion.

RULE OF THE CHAIR

Sometimes meetings get out of order and require guidance by the Chair. Not everyone always agrees and may challenge the Chair's ruling. A process exists by which a Board member may challenge the chair. This must be done by motion.

- a) A majority vote decides the dispute if any ruling of the chairperson is challenged

Each speaker addresses the chair, obtaining permission to speak before proceeding. No interruption is permitted except upon a "point of order" or "a question."

If the Chairperson wishes to take part in debate, he/she must turn the meeting over to some other person, and join the audience.

POINT OF ORDER

- a) The speaker must confine his/her remarks to the subject under discussion. A speaker may "rise to a point of order" if it appears that the Chairperson is permitting too much latitude (irrelevant arguments), improper language, or a break-

ing of a rule of procedure.

The speaker must resume his/her seat. The Chairperson must dispose of the point of order before debate continues. The person rising to a point of order cannot make a speech, but he/she must state the point definitely and concisely.

If the speaker is ruled to be in order she may resume his/her address. If he/she is ruled out of order, he must give way to someone else. The chairperson may ask for opinions on the matter, but she/he decides the issue without delay.

QUESTION OF PRIVILEGE

If a member feels his/her own or the organization's reputation is endangered he/she may raise "a question of privilege". The procedure is the same for a point of order.

IN-CAMERA

Sometimes Boards want to discuss sensitive matters alone without onlookers. Meeting procedures exist which permit them to do so - this process is called going "in-camera".

A board member must request that the Board go "in-camera". If the Board agrees, the meeting room is cleared of everyone except voting Board members

The matter is discussed and a decision is made

The regular meeting is reconvened and guests, observers, staff etc. are invited back in

All in-camera discussion is strictly confidential and only the decision (i.e. motion/s) needs to be read publicly into the record

The meeting continues with the remaining agenda items.

Adopting Meeting Reports

Secretary's Report - The secretary reads or hands out previous meeting minutes. The chairperson asks, "Are there any errors or omissions?" "Will someone move the minutes be adopted as read (or received or amended)?" This requires a second and a vote.

Treasurer's Report - The treasurer reads or hands out treasurer's report. At the end of the report, the treasurer says, "I move the adop-

tion of my report for review purposes." This requires a second. Discussion is allowed. A vote is required.

When to Make a Motion - Any action that deals with finances requires a motion. Make a motion when there's a decision of significant importance or impact to the organization.

Other Executive or Committee Reports - The reports are read or handed out. Reports that are for information only don't require a motion.

If a member of the executive wants action from their report, they should make a motion for that action.

If a committee wants to bring ideas to the members through their report, the committee chairperson should say, "By direction of the committee, I move . . . "

Annual Treasurer's Report - The treasurer reads or hands out the annual report, which has been independently reviewed or audited. At the end of the report, the treasurer says, "I move the adoption of the reviewed/audited annual treasurer's report." This requires a second. Discussion is allowed. A vote is required.

Procedures for Elections

1. If the organization uses a nominating committee, the chairperson of the nominating committee reads and moves the adoption of its report at election time.
2. Whether a nominating committee is used or not, the chairperson of the meeting calls for nominations from the floor by saying, "Nominations are now open for the office of _____." If a nominating committee is used, the chairperson should say, "For (office), _____ has been nominated by the nominating committee. Are there any further nominations for (office)?"
3. A member can nominate by saying, "I nominate (name)." No second is required.
4. The chairperson of the meeting says, "Are there any further nominations?" and pauses.
5. The chairperson repeats, "Are there any further nominations?" and pauses.
6. For the third time, the chairperson asks, "Are there any further nominations?"
7. If no further nominations are made, the chairperson declares

that the nominations are closed.

- OR -

The chairperson asks, "Will someone move nominations close?" When someone moves nominations close, the motion must be seconded and voted upon. A two-thirds majority is required to pass the motion.

8. If only one nomination is put forth for a position, a vote isn't required. The individual is elected by acclamation. If more than one name is put forward for an office, a vote must be taken.

The above steps are repeated for each executive position that needs to be filled. If the chairperson of the meeting is nominated for a position, he or she must ask another member to take over the chairperson's role during that portion of the election process.

Voting

A vote may be taken by:

Show of hands - for voting during an election, the candidates are asked to leave the room and the chairperson asks for a show of hands for votes on each individual. The chairperson makes the count and announces the result.

Ballot - secret votes on papers, which are used for controversial motions and for elections.

Voice - used at large meetings on routine matters that are unlikely to cause an argument. The chairperson says, "All those in favor say "Aye." "All those opposed, say "Nay." The chairperson judges the vote by the volume of sound. This method isn't commonly used for elections.

The organization should decide on the voting rights of the chairperson and put the decision in their bylaws. Two methods are recommended:

1. The chairperson votes on all issues.
 2. The chairperson doesn't vote except in the event of a tie.
- Generally, a simple majority (one-half of the voting members present plus one) in favor of a motion passes the motion. Therefore, a tied vote defeats a motion.

In elections, the candidate who gets the most votes wins the office. Tied election votes may be broken by the chairperson if they haven't already voted, by taking the vote again to determine if the tie can be broken, by flipping a coin or by another method determined by the organization.

Summary

Parliamentary procedure should be used to the advantage of the membership and shouldn't interfere with the work of the group. Whatever methods are chosen, they should ensure that a democratic process is in place.

LEADERSHIP & COMMUNICATION

Effective leadership is one key element in the success of a group and virtually anyone can learn to be an effective leader. Leaders are made, not born.

"Being the leader doesn't make you one, because leaders don't automatically get the respect and acceptance of their group members; so in order to earn the leadership of their group and have a positive influence on the group members, leaders learn some specific skills and methods." --- Thomas Gordon

Situational Leadership

Throughout the years, there have been many leadership style theories identified. Basically, the autocratic leadership style has gone out of fashion in recent years, though certain situations, such as emergencies, still call for its use.

One popular theory is called "situational leadership." No one style of leadership is appropriate for every occasion or situation. The most effective style to use depends upon the situation and whether the group members are willing and able to take on the responsibility. To be effective as a leader, it's important to know your group in terms of knowledge, ability, desire and willingness, and be ready to adapt your style to suit the occasion.

The Telling Leader - This leader "tells" the members what to do and doesn't worry too much about the feelings or relationships within the group. This is appropriate where members are new, inexperienced, lacking in confidence or need a lot of help and direction in order to get the job done. The leader should give clear directions and provide follow-up and feedback.

The Selling Leader - This leader often needs to "sell" or persuade the group to "buy into" a job. The group is a little more responsible or experienced, but direction and guidance by the leader is still needed at this level. The leader should explain the decisions and give a lot of opportunity for clarification.

The Participating Leader - The leader and the group members participate in making the decisions and carrying them out together. The group has the ability to do the job, but might lack the confidence to carry it out on their own. The leader puts more emphasis on the group relationship than on the task to be done. They encourage and compliment the members.

The Delegating Leader - The leader trusts the group to decide and carry out the responsibility on it's own. The members have the desire and are experienced and capable of doing the job. The members are responsible for directing their own affairs.

Leadership Qualities

Effective leaders have many common qualities. Good group leaders make an effort to learn and practice skills so they can:

- Listen openly to others
- Offer and accept constructive suggestions
- Give clear directions
- Set and meet deadlines
- Give formal and informal presentations
- Help members identify and solve problems
- Set an example of desired behavior
- Show appreciation of others' contributions
- Show understanding
- Encourage members to exchange ideas
- Handle conflict
- Guide the group in goal setting and decision making
- Delegate responsibilities
- Ask questions of the group to prompt responses
- Create a productive atmosphere

Effective Leaders

They are honest. This gives them credibility, resulting in the trust and confidence of their people. Credible leaders foster greater pride in the organization, a stronger spirit of cooperation and teamwork, and more feelings of ownership and personal responsibility.

They do what they say they will do. They keep their promises and follow through on their commitments.

They make sure their actions are consistent with the wishes of the people they lead. They have a clear idea of what others value and what they can do.

They believe in the inherent self worth of others.

They admit to their mistakes. They realize that attempting to hide a mistake is damaging and erodes credibility.

They create a trusting and open climate.

They help others to be successful and to feel empowered.

They don't push too much. They encourage members to do more, but know when it's too much.

They roll up their sleeves. They show the members they aren't just the figurehead or decision maker. Members respect leaders more when they show the willingness to work alongside them.

They avoid phrases that cause resentment, reluctance and resistance. For instance, instead of saying you have to do something, effective leaders request or recommend that members do something.

Giving Feedback

Whether you recognize it or not, as a leader you are constantly providing feedback to your members. How you provide that feedback will often spell the difference between member success and failure.

Silence - When you give no response to your member's work you aren't maintaining the status quo, but are actually encouraging a decrease in both their performance and confidence over the long-term. They don't know if their actions are appropriate. Silence can create paranoia.

Criticism - When trying to stop unwanted behavior or results you may criticize a member. This often hurts the relationship you have with them. Their confidence decreases, they may start to avoid you and other "good" behaviors of the member are affected. This can overpower all other feedback given.

Advice - When you tell a member what behaviors or results you want and how you would like them done, you improve the member's confidence and your relationship with them. Increased performance will be the result.

Positive Reinforcement - This takes the advice feedback one step further by identifying how much you would appreciate the member's assistance in reaching the desired behaviors or results. This kind of feedback will give you the best results by increasing the motivation, confidence and performance of your member.

Advice and positive reinforcement should be the only types of feedback you give to a member. Try relating your feedback to the action, behavior or result you want, not to the personality of the member. Consider your timing. Try to give feedback before the event in the form of advice, or afterwards in the form of positive reinforcement.

Accepting Feedback

Knowing how to accept feedback is another leadership skill that will teach you a lot about your leadership style. Resist the temptation to resist the feedback. Don't explain, defend or deny. Listen silently to try to understand clearly what the other person is saying. You don't have to agree with the feedback you get, but be receptive to getting the feedback.

Listening

The ability to listen well is a cornerstone of good leadership. To listen well:

Stop talking. Before you speak, remember people are more receptive to your input if they feel you have a clear understanding of their situation.

Watch for nonverbal clues. Most of the meaning of our messages is in the vocal and visual components. Sighs and slumped shoulders may mean depression. Animated expressions and gestures usually mean excitement. Ask yourself. "Do the non-verbal clues match the words?"

Give visual feedback with non-verbal expressions and gestures (e.g., nodding). These let your speaker know that you are listening and understanding what they have to say.

Be patient. Our desire to provide quick fix solutions to the problems of others puts up roadblocks. "You don't have to finish, I know what you are going to say," is a sure way of letting the speaker know that you have little time or confidence in their ability to solve their problem.

Don't mentally argue. If you are developing arguments in your mind as the speaker talks you are probably missing much of the message.

Use reflective listening skills. Use paraphrasing to let the speaker know what you have heard.

Acknowledge their ideas. This doesn't mean you agree with the speaker, but it does mean that you feel their ideas are worth listening to.

Keep alert. Effective listening requires energy and concentration. Avoid distractions.

"I not only use all the brains I have, but all I can borrow."
--- Woodrow Wilson

Delegating Leadership

To decide whether you can delegate tasks to others, ask yourself:

What am I doing now that I'd like to see someone else do?

Which skills among the members can be used more effectively, by giving them more responsibility?

What could I do if I had more free time?

Once you've decided to delegate, you need to:

Know your members, what they have done and what can they do

Listen to the membership so you pick up information about what they want to do

Let them know that you are willing to share authority

Give them a purpose so members know why the task is important

Give credit where credit is due and show appreciation for their efforts

Handling Group Discussions

The majority of work accomplished at meetings is done through group discussion. This is significant as discussions are a time where everyone has the opportunity to contribute to a group. Group discussion is actually more beneficial to your organization than when one individual is working on a project. The ideas generated within a group often don't come alive when one person is working alone. Yet, discussion time within a meeting is also the time when frustrations build.

How can you avoid being frustrated yet still have a productive meeting? Identify why the group is having the discussion. There are three reasons for having a discussion: to gather information, to exchange ideas and to solve problems. If you know why you are discussing the issue, it's easier to participate, keep the discussion on track and get results. Be aware of how the discussion is progressing. Two things can be happening during a discussion: the development of information, ideas or issues, or the evaluation of information, ideas or issues.

Usually, developing and evaluating gets mixed together. This is where you can run into problems like discussions that go around in circles and frustrated participants. It can look like this: one person makes a suggestion, the second person says it's good, the third person says it's not good and a debate follows. The suggestion is tossed out and the leader asks for another suggestion. It's good, it's not good, and it gets tossed out. After this happens a few times the group is tired, everyone stays quiet, time is used up and there are no results.

To avoid this scenario, you need to get the ideas out first or develop the information, ideas or issue. Don't let people evaluate at this stage or it will discourage participation. After the ideas are out, then evaluate. This progression keeps the group moving forward and avoids having a similar debate for each idea or comment. Keeping development and evaluation separate also helps in avoiding the trap of the first idea or the last idea (the survivor of a half hour of frustrating debates) being the best idea. If you only have one idea, of course it looks like the best idea.

Handling Difficult Conversations

The best intentions of a leader for keeping a meeting within a reasonable time frame can be destroyed if members put obstacles in the way.

An **orator** is an able speaker who likes to practice his speaking skills and may tend to talk for a long time. The leader must judge how much time is enough for this person and then get his attention by saying something like, "Excuse me, Jack, but we're running short of time and several other members have some points they would like to make. We'd all appreciate it if you could wind up your comments in the next minute or two. Thank you very much."

A **wanderer** tends to bring up an entirely unrelated topic. A leader can get the meeting back on track by saying something like, "Linda, I'm sorry to break in like this, but I think that you're getting away from the subject. Remember we'd like to settle the issue of _____ and we would appreciate it if you could confine your remarks to that subject. Thanks."

The **repeater** talks numerous times on the same subject while other members haven't had a chance to talk. You can give the person a rest and the others a chance to talk by saying something similar to, "Dave, before we hear from you again I would like to know how Debbie and Rick feel about this subject. Thank you." An alternative could be to go around the table in turn and ask for others' comments on the subject.

An **interrupter** tends to interrupt others as they are speaking on a subject. The leader may have to interrupt the interrupter by saying, "Before you say anything more, Jason, please wait until Shirley has finished and you then will have an opportunity to make your point. Thank you."

Summary

Effective leaders have many common qualities. Making the effort to practice and learn the skills it takes to be an effective leader will enable you to use the style of leadership necessary in any situation you come across.

Motivation and Leadership

One of the greatest assets an organization can have is motivated people. The question for many leaders is "what turns on motivation in people?" Unfortunately, there isn't a switch. Motivation comes from within, but a leader can help to create an environment that encourages high energy and motivated members.

Members Needs

A person joins an organization because they believe they will gain from being there. They have asked themselves the question, "What's in it for me?" and found a positive answer. The opportunity to fulfill personal needs gives the member a reason to join and stay with an organization. If the leader understands the personal needs of each member they will be on their way to understanding what motivates each member.

Abraham Maslow developed a theory related to an individual's needs, called Maslow's Hierarchy of Needs. These needs are found in each person. At the base of the triangle are the highest priority needs (physical and security), the ones that a person is motivated to fulfill first. They won't care about the other three needs in the triangle until their security and physical needs (e.g., food, shelter, clothing and safety) are met.

Most members join an organization to fulfill some need in the upper three levels of the triangle (social, ego and self actualization). Some members may be involved because they want to be with friends, the social level. Others may be involved because of the recognition they receive, the ego level. Those members with a self-actualization need are those involved to develop themselves, to learn something new or to reach their potential by using a hidden skill or talent.

Consciously or unconsciously, we set priorities to fulfill these needs. Once a need is met, it no longer is a motivator and our motivation shifts to another need. If an organization is not filling the needs of the member, then the member may become dissatisfied and ultimately leave the organization. It's an ongoing leadership task to stay in touch with members' needs and to see that the organization is meeting these needs.

Be aware that there is some individual needs which can't be met by the organization. The organization should stay focused on its purpose and not exist to meet the individual needs of one or two members.

Evaluate your Organization

Take an objective look at your organization. Some procedures or practices can either help or hinder motivation.

Are your meetings interesting?

Interesting meetings help create a motivating environment. Ask your members for ideas on how to create meetings that are right for them. Read about ways to improve meetings. Have a guest speaker provide new ideas to make meetings more stimulating for all those attending.

Involve members in goal setting

Review the organization's goals regularly. Members are more motivated and committed to achieving goals if they participate in creating them.

Use job descriptions

Written job descriptions are an excellent tool. If members see what's expected of them, they are clear about the job they are undertaking. A job description helps the leader match the right person to the task.

Modify tasks

The tasks may need to be changed or modified to accommodate what members are looking for. Even the job of "clean-up" can be changed to involve socializing. This may help to motivate volunteers.

Provide variety

A new task or working with someone new can be motivating for an experienced volunteer.

Give recognition

Make sure members are appropriately recognized for their contributions. Recognition is a need and a motivator for many individuals. Be creative in your recognition and match it to the needs of the members.

Be flexible

Ask if the organization can provide the environment or facilities to accommodate the volunteer's needs and schedule. For example: childcare, wheelchair access or car-pooling.

Leadership

A positive attitude is a must in a leader. An organization's morale is affected by the leader's attitude. Not only must a leader be positive, but they must also be determined to change negative experiences of the group into growing experiences. A leader should know the members. Each member is equally important to the success of an organization. Provide a personal touch to your leadership by making an effort to know each member by name. Respect each member for his or her abilities - everyone has something to contribute. A little encouragement from the leader can bring forward a member's abilities for the benefit of the organization.

Summary

Understanding the needs of individual members helps you develop programs that involve many enthusiastic, committed and motivated volunteers. Your organization will be using its' best asset to its full potential.

Giving a Speech

Whether for a crowd of 50 or a crowd of 1, fear and embarrassment about speaking in public can be overcome. Public speaking is a learned skill that everyone can master with practice. Learn how to speak with confidence and add punch to your presentation by using the power tools below.

Eight Communication Power Tools

1.Eye contact: Good eye contact helps your audience feel more relaxed and builds confidence in your speaking knowledge and ability. Maintain eye contact by knowing your speech well enough that you need only occasionally glance at your notes. Find a few friendly faces in the audience that react to your message and concentrate on delivering your speech to them. Keep eye contact for four to five seconds at a time, and then move to someone else.

2.Stance and Body Movements: Good posture portrays confidence. Square your feet shoulder-width apart and flat on the ground. Swaying or too much movement can be distracting to your listeners. Your sides relax a natural position for your arms. To emphasize strong points you'll want to use movements that are deliberate and precise but look natural and spontaneous.

Be aware of habits you might have like crossing your arms, leaning against a wall or the podium or tapping a pen. This might also be distracting to your audience or tell them that you are uninterested or

unconfident. Practice your speech in front of a mirror to evaluate your presentation style and body movements and adjust accordingly. Try many different ways to find a comfortable balance of gestures to use in front of an audience.

3.Facial Expressions: Pleasant facial expressions help to establish a warm and positive relationship with your audience. A smile lets them know that you are human and trustworthy, giving them more reason to accept your ideas. Expressions in your face capture the mood of your speech and keep the audience involved.

4.Appropriate Dress: Good choice of attire helps establish respect with your audience. Before you arrive to give your presentation, ask others for their opinion on your choice of clothing and appropriateness for the occasion.

5.Voice Projection: Sometimes tone of voice can have more impact than the message. Put feeling and energy into your voice by practicing vocal skills. You can add interest and variety to your speech by:

Varying the pitch throughout sentences to convey emotion (high and low)

Changing the speed of your words to dramatize the audience using pauses and silences instead of "uhs", "umms" and "you knows"

Making an effort to increase and decrease the volume of your voice to emphasize main points and draw in the listeners (soft and loud) adding vitality so your voice never sounds monotonous or emotionless

Practice vocal variety every day and soon it will become automatic. Tape your voice and evaluate where changes may need to occur.

6.Audience Involvement: Involve your audience by: asking questions, talking to them directly (not to your material) and sparking their interest. This helps establish a relaxed rapport with your audience. Use the content of your speech to involve the audience. Consider strong, catchy openings, visuals or demonstrations or ask for a volunteer's assistance.

7.Humor: The objective is not to be a comedian but for you to establish a comfortable atmosphere and have fun with your audience. Humor can make the difference between an average and an outstanding presentation. A little humor in your speech lets the audience know you are human and people actually learn more if they are having fun. Try to incorporate personal stories or current events to add fun to your speech.

8.Controlling the Butterflies: The number one fear of people in North America is speaking in public. Most people fear this even more than death. Everyone has a certain amount of nervousness when talking to a group but the trick is not to get rid of the nervousness - learn to control it.

Just before your speech do some deep breathing exercises to relax you. Use your nervousness to add excitement to your personality. Remember you're the expert - you were asked to talk because you had something worthwhile to say. Everyone wants you to succeed.

Summary

Speaking in public is a skill you can learn with practice. Controlling your fear and practicing the above skills in public speaking can give you that winning edge.

CHANGE AND DECISION MAKING

Dealing With Change

Change is inevitable and we are required to adapt to it at an ever-increasing rate in our lives. It is better to plan for change than to let it happen spontaneously and without set direction.

"Risk and dangers dominate in unplanned change; challenge and opportunity dominate in planned change" -- Harold Baker

How We React To Change

By accepting and expecting change as part of our everyday lives we learn to handle it differently but it is at times overwhelming. The fear of change is sometimes as scary as the change itself and brings on many emotions like: impatience, conflict, non-trust, anxiety, anger, or hope, optimism, and joy. Below is a list of suggestions for approaching change positively in your organization:

- Accept change as inevitable
- Anticipate possible consequences
- Look for the positive aspects
- View change as opportunity get frustrations off your chest, often need a chance to "vent"
- Work proactively towards dealing with the change
- Take time to deal with the change in small steps
- Talk to someone close to you and rely on their support to get through this difficult time

When dealing with change there are four stages that individuals or groups commonly go through:

- Denying the change
- Resisting the change
- Exploring possibilities
- Committing to action

By recognizing this cycle and identifying what stage you or your group is in makes it easier to deal with the situation. You can then assist the group in moving into the next stage and channeling energy positively.

Organizations and Change

To help your organization work through the change, use the following framework as a guide:

1. Define the change
2. What is the future desired state?
3. Describe what is presently happening?
4. Focus on the vision of your organization and how the change relates
5. Evaluate the readiness of the group and their capability for change
6. Brainstorm small steps that need to occur to adapt to the change?
7. What are some barriers to reaching the goals?
8. How can these barriers be removed?
9. What is the first step?
10. Who will be responsible?
11. What is your plan to get commitment from the membership?
12. What communication processes would make the change more bearable?
13. What are the timelines?
14. Evaluation: how will you know if the change is worthwhile?
15. Evaluation: how will you know if the outcome is the result of change efforts?

Evaluation: how will you maintain the new state?

Getting Commitment

People adapt to change easier if they are involved in the planning and influenced the outcome in some way. By involving all parties in the change process you are able to get buy-in to the change in the early stages. Provide plenty of background information and details, the reasoning behind the change and the advantages of such a change. It might be necessary to give people a chance to voice frustrations and then redirect their energies towards committing to action. Also, keep in mind that the change will be resisted if it blocks personal goals.

Summary

Understanding change is the first step to dealing with it and it gets easier with practice. Organizations that do not respond to change become stagnant and are unable to meet emerging needs.

Not every change is going to be an improvement but every improvement is the result of some change. --Anonymous

Collaborate for Success

"Two heads are often better than one". That's what collaboration is - two or more groups working together to achieve common goals that would otherwise be difficult to do alone. A separate structure is set up and a purpose identified that is different from that of the organizations involved in the collaboration. It often involves longer-term projects and resources committed to the new structure.

Organizations are recognizing that some type of co-operation is important for their future. If this seems too formal for your organization's plans, you may be interested in partnerships of less structure that include: networking, cooperation or coordination. It all depends on: the project, who has the authority and how resources are distributed. On a line labeled structure, you would see networking on one end, being a less formal structure and collaborating on the other end, representing more structure.

To illustrate the different levels of partnering, review the following example. If two groups keep in touch to let each other know what's happening in a particular area of common interest, that is networking. If they both establish similar projects and decide they will complete different aspects and share the results, this is cooperation. If they decide to complete a project together and share the costs, this is coordination.

Collaboration is if the two groups decide to form a new, joint organization and develop their mandate separate from their original organizations.

Why collaborate?

- Assistance from many can lighten the task
- Many ideas can be generated in larger groups
- The message has strength in numbers
- Can't wait for someone else to do the job
- Avoids duplication
- Pooling of limited resources

Key Elements of Collaboration

Vision

The vision should be clear so members understand their involvement in the new structure and feel committed to work towards that vision. Specific deadlines and identified resources will help to clarify the goals, member's roles and responsibilities. Review the vision regularly and revise if appropriate. Remember that the mission and goals of the collaborative group differs from the mission and goals of the member organizations.

Communication

Set up a system of communication at the beginning of a collaborative effort both internally and externally. Internally, the collaborators expect open and honest communication. It is important to spend some time at each meeting learning about others in the partnership. Conflict may arise because of a lack of understanding about the other partners in the group but is part of a natural process of working together.

Communication between the collaborators is essential so everyone knows and understands what is happening which gives them a sense of commitment toward the success of the project.

Externally, keeping the community informed is good public relations. Often the community benefits somehow from your work in the collaboration so it's a good idea to let them know what your group is doing and how they can get more involved.

Strong Leadership

A facilitator or coordinator is helpful to organize meetings, coordinate dates, ensure everyone has the correct information, etc. This person also helps to facilitate movement towards the outcomes and the vision set forth by the group. Facilitation requires thorough planning, a good handle on the vision and the ability to listen, making sure everyone else gets heard.

Where to Start

Often a few people start talking, possibly networking, about an existing problem or crisis. Start by deciding what you would like the outcome to be. What will the end look like? Follow Stephen Covey's advice: "Begin with the end in mind." As a group, work through the following questions:

What concerns or issues you would like to see some joint programs or efforts?

What is your organization doing now to address these concerns?

What would you like your group to accomplish?

Identify who might also be interested or concerned with these issues.

How might you work together on these issues?

Have your groups worked cooperatively or competitively in the past?

As a collaborated group, what would you like to see happen? What would success look like?

What resources do you have available to you?

Develop a vision that will best describe your future focus in the group.

List the activities your collaboration has identified that you will be working on and clarify deadlines and responsibilities.

Summary

This is simply meant to get you started with collaborating with other groups. Remember, "*There are no "best ways", only alternatives*" - Hugh Prather.

From Conflict to Cooperation

Many Centres are making decisions on complex issues by involving everyone who has a stake in the outcome in the decision-making process. This process is known as building consensus. Using consensus processes for decision making captures local wisdom and expertise to create local solutions to local issues. This becomes the

basis for support when it comes time to implement the plan.

Consensus decision-making

Stakeholders are individuals or groups who are affected by the decisions being made or who could roadblock the successful implementation of the decisions. In a consensus process, these participants work together to design both a process and an outcome that maximizes their ability to resolve their differences.

Interests are a collection of needs that a person or group must have met by the agreement. For example: beliefs and values, fears and concerns, hopes and expectations. Once the interests of all parties are explored, it's easier to find a solution that meets the interests of both parties to the greatest possible degree.

A position is a solution that meets one's own needs. Positions are often expressed as I want, I don't want, I will or I will not. Positions narrow the focus of the discussion. This can result in compromises that don't satisfy all parties' concerns.

Stakeholders are affected by the consensus solution and play a significant role in how the solution is implemented. Although all parties may not agree with certain aspects of the final package, consensus is reached if all participants can accept and live with the entire package.

Advantages of using Consensus Processes

Consensus processes have several identified advantages over other decision-making methods when addressing complex issues. Those advantages include:

- Ensuring that all significant interests are represented and respected
- Enabling participants to deal with each other directly
- Giving an effective voice to all participants
- Allowing parties involved to design a process that meets their special needs and circumstances
- Providing a forum that encourages new partnerships and models
- Cooperative problem solving
- Seeking solutions that maximize all interests and promote long-term, sustainable solutions.

Keeping every stakeholder fully informed of progress is an important part of the consensus process.

Using Consensus Processes

Organizations often use alternative dispute resolution to reduce costs and save time for both their Board and all of the other stakeholders involved. Alternative dispute resolution refers to any method of resolving disputes that uses a consensus process model. The term often refers to any process outside of the court system, where disputing parties come to mutual agreement on a solution with or without the help of a mediator. These methods are more informal and flexible than a formal hearing.

Negotiation occurs when two parties meet together to resolve a conflict. If a consensus model is used, each party represents its own interests while recognizing that all parties stand to gain more if the solution meets everyone's interests. In some cases, one or more of the stakeholders may perceive that one or more of the other parties are not willing to accept or compromise over an interest held by that stakeholder. This may cause that stakeholder to take a firm stance on one or more of their positions. If this occurs, negotiations may come to a complete standstill possibly even resulting in a failure to reach a final solution.

In mediation, a neutral third party joins the negotiations to help the parties develop solutions using a consensus process. The mediator's role is to provide a structure and a process that allows the two (or more) parties to develop a solution that is agreeable to all. The mediator doesn't judge, make decisions, come to conclusions or impose solutions. By focusing on the future, mediation allows parties to move beyond past issues.

Mediation is usually the most preferred by the parties involved because, unlike litigation or other forms of alternative dispute resolution, mediation is more likely to provide a win-win situation for all parties.

Results

Groups and individuals who have used a consensus process have identified the following results:

Improved working relationships between participating parties
A better understanding and respect for the different viewpoints represented
Better informed, more creative, balanced and enduring decisions

Shared commitment to and responsibility for the process, results and implementation
Consensus processes can be used along with other processes.

Summary

In some cases, only some components of the issue are resolved using a consensus process, yet the model can be used to structure discussion, clarify the issues, and build respect and understanding between the parties.

DECISION MAKING

Seven Steps to Making Decisions

We make many decisions automatically every day without even thinking about it. Deciding to get out of bed in the morning, deciding what clothes to wear to work or deciding what to eat for supper may seem relatively simple for some people but for others this may be very challenging. Like learning to drive a car or play baseball, basic skills are developed to perform at a maximum level. Decision-making is no different. The more these skills are practiced, the easier it gets to master decision-making. There are seven steps to follow when you are faced with any dilemma. Use the checklist below as a guideline for making future decisions.

Identify the problem

Define the real problem, issue, concern or decision to be made. Like an iceberg, only part of the problem may be on the surface. Find out what's below the water line. Spending time at this stage will prevent the problem from reoccurring in the future. Points to consider:

- All the facts have been mentioned.
- All viewpoints have been considered.
- A list of additional resources required to take action is developed.

Find alternatives

Brainstorm all the alternatives from the obvious to the insane without any judgments at this time. The more alternatives you have listed, the better the final decision will be preventing impulsive action. Points to consider:

- Other perspectives on this issue are pondered: allies, opposition, your boss or a consultant.
- List your preferences for how things should be.

3. Assess the alternatives

There are many ways to assess the list of alternatives you have developed: the advantages and disadvantages of each alternative, prioritize each item, develop a criteria matrix, or weigh against consequences. Set a time limit for this stage, as it is easy to get bogged down. Points to consider:

- The alternatives are in line with your goals.
- Evaluate the costs compared to the benefits.

4. Choose a solution

In reviewing all the expectations and priorities, a solution can be chosen. But a poor decision is better than no decision. Set up an action plan to achieve your solution. Points to consider:

- This solution solves the problem.
- This solution is satisfying.
- There is commitment to the decision.
- Checkpoints are in place to indicate when goals are met.

5. Do It

Commitment to the plan is required before the action is put into motion. Points to consider:

- Someone is responsible for each action step.
- Timelines are in place.
- Progress and problems are assessed as required.
- A contingency plan has been considered.

6. Review and evaluate

Monitor the results of your decision on a regular basis. You may need to make minor changes as you go. Points to consider:

- Positive and negative results are recorded.
- Other opinions on the results are pursued.

7. Accept responsibility

This step occurs throughout the decision making process. Take pride in the positive outcomes and accept any drawbacks as learning experiences. Points to consider:

- Future outcomes are anticipated.
- You will continue to apply what you have learned.

Summary

Applying these seven steps can help ensure the decision-making process has covered all the important points. Even if you make a mistake, your next decision will be better because of the experience you gained.

Techniques Used in Problem-Solving

You have called a meeting to make a decision on the events for the big fiftieth birthday celebration. You are aware of the diversity of the group and the determination of some of the members to spend the entire budget on entertainment. How will you possibly get agreement from this group?

Try using some of the techniques listed below to assist in the decision making process. This is only a partial list to get you started in facilitating a group throughout the decision making process.

Brainstorming:

Have a recorder list all the possible ideas from the group as quickly as possible without any evaluation of ideas. Gather as many ideas as you can as fast as you can. This list of ideas is then shortened and a final solution can be developed from the best items.

Brain-writing:

Each person records an idea or solution to the problem on a piece of paper and adds it to a pile. Everyone then takes a different paper from the pile and adds an idea related to the one already on that page. Write down the first thing that comes to mind. These ideas can then be compiled and discussed to develop a final solution. (This is often successful in a quieter group, when it is difficult to get everyone talking.)

Nominal group technique:

Members share their ideas. A recorder lists all the different ideas. Everyone then ranks their preferences individually from the whole list from 1-(up to) 10. These scores are added together and a group score is given. This gives priorities on a group basis. (If number 1 is used to rate an individual best choice, then the list item with the smallest group score is the most desired.)

Force-field analysis:

List forces "pushing for changing the situation" and "forces pushing against changing the situation". Outline the strategies to minimize the strength of the forces and develop an action plan to accomplish the solution.

Criteria Matrix:

Develop a set of standards that each alternative is judged on. Some examples are: costs, risks involved, timeliness, convenience or satisfaction. The matrix looks like a table with the alternatives down

the left side and the criteria across the top. Each alternative is ranked by the criteria (1-5, yes or no, etc) and the scores are added up at the bottom.

Dotocracy:

Provide each person with the same number of dot stickers or pennies or tokens. Vote individually on the list of brainstormed alternatives. If someone feels strongly about one item they are welcome to put all their dots on that item. The alternative with the greatest number of dots is the decision preference.

Bubble-up/Bubble-down:

This is used for ranking statements or ideas or putting ideas in an orderly sequence. Read the first two statements, decide between the two which statement is least preferred and should be eliminated. Now compare the statement left to the next one on the list and continue to do this until you have reached the last item on your list and the group is satisfied. (For example: when purchasing a house; it is much easier to compare the house you're viewing with the last house you viewed. After evaluating how this one rates, you eliminate one of the two. The preference of the two is the only house used in future comparisons.)

Circle Chart:

Divide the paper into four quadrants and label each quadrant one of four titles: What is wrong? (In theory), What might be done? (In theory), What is wrong? (In the real world), and what might be done? (In the real world). This will initiate a brainstorming session to help develop a solution.

Group Problem Solving

Decision making in a group is challenging since the more people involved in the process, the more demands and expectations there are. Open communication is very important when making decisions in a group.

Use the checklist below as a guideline for making decisions in a group situation.

- State the problem or issues clearly
- Ask questions to get the group communicating
- Get everyone involved in the conversation
- Summarize main themes and check for accuracy
- Be sure all viewpoints are considered before moving on

Record common themes in an area where everyone can see them
Keep the conversation on track by restating the problem
Clarify meaning of points made
Begin to evaluate the suggested ideas and eliminate as appropriate
Summarize accomplishments
Ask for decision and check for consensus
Discuss a plan for action
Discuss a plan for follow-up

Summary

With open communication and someone to initiate the problem solving process, decisions can be made in a group. Remember that solving problems, like playing baseball, gets easier with practice.

WORKING WITH VOLUNTEERS

Volunteers are the "lifeblood" of any not-for-profit organization. It's critical to ensure that the methods your organization uses to recruit, train and support these volunteers reflects a well-organized and caring organization.

Recruiting for Success

Before you begin to recruit volunteers for the various duties within your organization, it's wise to consider the following:

- What specific tasks need to be done?
- Which tasks volunteers should do?
- When, where and how do we recruit volunteers?
- Who recruits volunteers in our organization?
- Who will train the volunteers?
- Who will supervise the work of the volunteers?

Let's face it, not everyone enjoys searching out individuals to help do a job (asking someone to volunteer). Recruiting volunteers can be a time consuming process. Unfortunately, it often becomes a case of looking for a "warm body", somebody, and anybody, to get the job done.

Why Recruit?

- To help spread the work among volunteers
- To keep the organization alive
- For new ideas
- To get the work done.

Recruiting is getting the right person in the right job, with the right skills at the right time. Whether your present volunteers can fit the job, or if you have to recruit others, it's important to match the right person to the job.

Securing volunteers should be done through a total recruitment process rather than by taking the first individual who comes along.

The recruitment of volunteers in your organization, whether it's to get someone to chair the annual banquet or run for president, shouldn't be handled any differently from the recruitment of paid staff.

Define the Job

The first step in recruiting volunteers is to define the job to be done. This helps ensure the organization gets the right person to fill the position.

Determine Job Qualifications

Once the job is defined, determine what qualifications are required to do the job. A job description is a useful tool. It lists all the qualifications needed to do the job. This step clarifies, for all those involved (including the recruiters), the expectations and requirements of the volunteer position. It also gives volunteers an idea of the part they play in the total picture of the organization.

A volunteer job description should include

Title - This is the volunteer's identification. Give this as much prestige as possible.

Purpose - This is a general statement identifying what the job is and why it's necessary.

Responsibilities - List each duty and responsibility of the job. Be as specific as possible.

Qualifications - Outline the skills, knowledge and attitudes you seek.

Relationships - Clarify to whom the volunteer is accountable.

Time Commitment - Estimate time demands of the job. Be specific! i.e., weekly, monthly, long-term basis, flexible, self-determined.

Benefits - What's in it for the volunteer? What's to be gained personally by doing the job?

Develop a List of Potential Candidates

Now that you understand what the job is and what sort of person is required to do it, you need to make a list of potential candidates who may be able to do the job.

People volunteer for different reasons. Some people volunteer because of the power or status of the position. Others join your group for the chance to socialize or to be with other people. And still others want to get ahead, to achieve worthwhile and sometimes unique results for themselves or others. All three reasons are valid motives for volunteering. The organization should make every effort to satisfy the individual's own needs when filling positions.

Examples

The "people" person might be good at social committee work, canvassing or public relations.

The "prestige" person might enjoy being master of ceremonies or media spokesman.

The "achievement" person might like program planning, chairing a committee, working on a new activity or being on the executive.

Any "type" of person could do a very good job at any volunteer position, but both the organization and the volunteer benefit from a perfect match.

Where to look for Volunteers

The first place you might start is within your organization. Have your Volunteers fill in an assessment sheet to help you get the right volunteer for the job. It's a means of locating a special place for your volunteers within the organization.

But remember, eighty per cent of those people not volunteering say the primary reason they didn't volunteer was because they weren't asked. You aren't always going to find the perfect, experienced, highly qualified candidate. Try to select the best person for the job.

Interview the Volunteer

The best people to contact a possible volunteer are those who are happy with their committee or organization. People are attracted to organizations that are positive, enthusiastic and fun.

Up to three people should approach the potential volunteer at their home, office or another convenient place. This should be done as soon as possible. Having more than one person approach the volunteer shows the organization or committee has really thought about its decision to choose them. It also indicates the volunteer is supported by the group and insures all points about the job are covered.

If you are recruiting someone for a position that must be filled by an election (e.g., president, treasurer) you need to explain the process.

Welcome the Volunteer

If the potential volunteer accepts the offer, welcome them into your group or organization.

Orientation and Training

Both orientation and training are necessary to build and maintain the volunteer's confidence and abilities. Neither procedure needs to be lengthy or too involved.

New volunteers appreciate an orientation session about your organization.

Providing basics about the structure, policies, procedures and activities done in the last three months helps the new volunteer understand the group. A policy and procedures handbook can be distributed at an initial orientation workshop or at the first meeting of the organization.

Beyond orientation, further training might be considered (e.g., effective chairmanship, public speaking, developing resolutions, etc.). This can be done one-on-one as part of the agenda during regular meetings or as an outside event. Training and upgrading of skills is a show of support to the volunteer. It serves to motivate and build commitment to the organization.

Follow-up and Recognition

A simple smile and warm "thank you" may serve to spur a volunteer to undertake another task. What happens when a volunteer works hard and gets results, but nobody notices? Soon the volunteer will begin to question whether he or she makes a difference. There are as many ways of recognizing the work of the volunteer as there are people in the organization.

Creative suggestions range from naming a "volunteer of the month" or publishing a profile in the newspaper to a plaque or pin awarded at the annual banquet. Asking a person for advice and guidance is a more subtle, and perhaps for some a more motivating, vote of appreciation. Your methods are your own, but be sure to include them in your organization's routine.

When It's Time to Leave

The signs of volunteer dissatisfaction aren't always evident. In cases where there's some concern about a volunteer and his or her effects on the organization, there is no easy answer. Treat the volunteer fairly. Ask the person if he or she needs help. Suggest that perhaps there's something else that the volunteer would rather do. The volunteer may actually be looking for a change. In any event, the problem should be dealt with before the volunteer is lost.

Summary

Remember, an organization is made up of people and those who volunteer have varying interests, motivations and talents. The objectives of the organization can only be met if a certain amount of time is spent dealing with the individual needs of each volunteer. A good volunteer program will satisfy the needs of the people.

AFCS BOARD TRAINING MANUAL 2007-2008