



Canadian Congress for Learning Opportunities for Women



congrès canadien pour la promotion des études chez la femme

December 20, 1982

Memo: To the Board

From: Susan

Discussions of my job description, during my performance appraisal in October, brought to light the fact that job descriptions for Board members and members of the Executive do not exist. Because it was felt such job descriptions would be helpful to you and would serve to clarify functions within the organization, I was asked by Lenore to prepare draft job descriptions for your consideration.

I have gathered information from two sources: the National YWCA and the Junior League. Their descriptions relate primarily to functions and responsibilities of Board members, relative to a national organization. I have added provincial responsibilities as discussed in January. I have enclosed a job description for the President from YWCA materials and one for me from the performance appraisal. Included, you will also find a sheet describing separate and joint functions of the President and Executive Director, as well as separate and joint functions for chairpersons of committees and committee staff. My concern about the latter is that we do not have enough staff to carry out the staff functions for all the committees we have, at least on paper.

Please give these materials some thought so that we can have a worthwhile discussion at the Board meeting in February.

Happy Holidays!

THE BOARD MEMBER

GENERAL FUNCTIONS OF A BOARD MEMBER

1. have a commitment to and understanding of the purpose, policies and programs of the organization;
2. represent the organization in the community;
3. acquire a clear understanding of the organization's financial position;
4. serve in a volunteer capacity, without remuneration or profit;
5. be able to work and participate within a group.

RESPONSIBILITIES OF A BOARD MEMBER

1. be an active and committed participant in the affairs of the organization;
2. be involved at Board meetings, ask questions, discuss, participate in decision making, react to ideas, exercise initiative;
3. be actively involved on one or more Board committees;
4. know and maintain the lines of communication between the Board and staff
5. know and understand the roles and responsibilities of the Board and staff;
6. participate energetically in recruiting new Board members;
7. support and participate in fund-raising;
8. be responsible for continuing self education and growth; know the community; be familiar with community resources; be aware of changing community trends and clientele needs; attend related community functions; keep informed of organization's services;
9. be informed about the background of issues in order to discuss them responsibly;
10. be regular and punctual at all Board meetings. If unable to attend, give early notice to Board Chairman;
11. do your homework. Know your manual and read the relevant Minutes before the meeting;
12. notify Chairman in advance if reporting at next Board meeting to ensure proper item is placed on agenda, (a written report is usually required);
13. have a working knowledge of parliamentary procedure;
14. maintain Board business confidentiality; if a problem arises, discuss it with the Chairman.

Accountability

I am RESPONSIBLE first to the President as a member of the Board and secondly to the Chairperson of the committee of which I am a member.

I am ACCOUNTABLE to the Membership as their elected representative.

I am SUPPORTIVE to fellow directors - to staff through the Executive Director

PROVINCIAL ROLE - (as per January 15, 1982 meeting)

1. Promote and initiate learning opportunities for women in their own province
2. Networking on provincial and national level on learning opportunities for women
3. Lobbying on provincial, regional and national levels
4. Taking responsibility - i.e. committee work

1. Promote organization and its goals in the province
2. Information liason with Board ----provincial director ---- CLOW members non-members, agencies, groups, government.
3. Participate in formulation of policy for national organization maintaining both a provincial and national perspective

1. liasing a) board - local CLOW members
b) local organizatons (other than CLOW)
c) individually to others

2. publicizing and promoting

- a) publicizing organization and membership - CLOW publications
- b) to communicate with newsletter staff person .

3. organizing and advocacy

- a) promote and encourage research relative to CLOW
- b) carry out - assist CLOW at national level to carry out advocacy, etc.

- 1. Awareness of provincial advocacy needs re: learning opportunities for women
- 2. Communication with provincial members (responsibility to members)
- 3. Networking/recruiting?

THE PRESIDENT

To lead is defined as "to guide, direct and govern." Leading is both an opportunity and a responsibility for the president. The opportunity is to influence and contribute to the growth of individuals as well as an organization and community and the responsibility is to ensure an effectively functioning board of directors.

The office of the president does not intend that one person carry far more responsibility than any other, but that the association have a head, defined relationships, orderly processes, a presiding officer, but not a commanding general.*

Any definition or description of the president's job must be annually reviewed and updated to reflect current situations. With increased numbers of women working part or full-time, a voluntary position such as the presidency must be well defined, goal oriented and flexible so it can be combined with other commitments.

Each president needs to review her role, responsibilities, and functions in light of:

- . her own available time,
- . personal qualifications,
- . personal goals and objectives for her tenure,
- . possible delegation of work to vice-presidents,
- . new procedures or methods of work that can be utilized to accomplish the job.

In order to attract competent people, the job has to be achievable and rewarding.

*YWCA Board Members and the Executive Director, YWCA of U.S.A.

THE PRESIDENT'S JOB

Suggested Personal Qualifications and Experience Needed

1. Commitment to the purpose, policies and priorities of CLOW.
2. Commitment to the goals and objectives of the local association.
3. Self awareness and ability to communicate and relate to people.
4. Demonstrated administrative skills.
5. Demonstrated understanding, insight, and objectivity as it may relate to CLOW and to the life experiences of individuals.
6. Ability to maintain a sound working relationship with the association leadership and membership.
7. Emotional stability and the ability to operate in crisis situations.
8. Good experience and background with the CLOW.
9. Knowledge of the community.
10. A certain creativity.

Related Experience Needed

1. Successful involvement through CLOW activities.
2. Previous leadership role(s) in voluntary organizations.
3. Service on CLOW committees/task forces.

Responsibilities and Functions

1. Ensures that the Board carries out policies and priorities consistent with convention action.
2. Ensures that CLOW meets all legal requirements.
3. To be responsible for the interpretation of board actions to membership.
4. Ensures that the membership is involved in program development and determination of leadership.
5. Ensure that the board has appropriate information in order to fulfill its responsibilities, make decisions, and plan for the future.
6. Ensures that an adequate number of meetings of the board is held with prior due notice.
7. Presides at meetings of a. the board of directors
b. the executive committee
c. the membership

8. Appoints committee and task group chairpersons.
9. Maintains communication with committee and task group chairpersons to ensure effective functioning and accountability to the board.
10. Initiates an annual evaluation of the board and ongoing orientation and training for board members.
11. Monitors volunteer development and satisfaction.
12. Represents CLOW in the community (interprets policy, program and actions of the board of directors).
13. Works with the executive director and maintains regular contact.

Ensures that the association is represented at
inter-association meetings.

Priorities of the Job

1. Works with the executive director.
2. Fulfills all legal responsibilities, including signing all contracts and agreements.
3. Interprets and trains. (These are different but related functions.)
4. Acts as official representative of CLOW.
5. Carries certain personnel functions:
 - a. Initiates and participates in evaluation of executive director.
 - b. Appoints chairperson of the search committee to select an executive director and acts as a member of this committee.
 - c. Sends letter of employment to new executive director.

Accountable to:

1. The board of directors.
2. As a member of the board of directors to:
 - . the membership
 - . the community
 - . funding sources

 - . governments (federal, provincial, municipal) for compliance with legal requirements.

**OUTLINE OF FUNCTIONS OF PRESIDENT AND EXECUTIVE
DIRECTOR IN A YWCA**

President	President and Executive Director Together	Executive Director
I. Determination of Goals and Policies:		
<p>Works to get full participation and expression of differing points of view in meetings.</p>	<p>Work to see that program of the Association carries out the Purpose and program emphases adopted by convention and meets the needs of women in the community, and that sound policies are established by the board.</p> <p>Bring to the board clear statements of questions to be answered, including those related to program, facilities and finances.</p> <p>Create a setting which makes free discussion possible.</p>	<p>Prepares supporting materials.</p> <p>Brings information on trends, practices, standards, actions of the National Association and community developments.</p> <p>Participates in discussion through questions, comments, reports, raising points which may have been overlooked.</p>
II. Implementation of Goals and Policies:		
<p>Makes appointments of:</p> <ul style="list-style-type: none"> • committee chairpersons • committee members (in consultation with chairpersons) • individual volunteers for special assignments. <p>Is a member ex officio of all committees, with voting privilege except as limited by constitution and/or bylaws.</p> <p>Presides at board, executive committee and membership meetings.</p> <p>Represents board of directors in legal and other relationships requiring official representation.</p> <p>Signs leases, contracts, etc., with appropriate officer.</p> <p>Carries out other functions specified in the constitution and/or bylaws and in the bylaws of the board of directors.</p>	<p>Consult on appointments.</p> <p>See that each committee or task force has a job description.</p> <p>Make plans for leadership development.</p> <p>Maintain open channels of communications.</p> <p>Prepare agendas for board meetings. Determine material to be sent out in advance.</p> <p>Plan for dealing with unfinished business.</p> <p>Consult on carrying out board decisions.</p> <p>Plan for periodic, careful evaluation of Association work, both program and administration.</p> <p>Assure participation as integral part of national and world movement.</p> <p>Keep informed on current laws affecting nonprofit corporations.</p>	<p>Works with all committees for which responsibility is not assigned to other staff.</p> <p>Helps volunteers and staff develop creative relationships.</p> <p>Is a member ex officio of all committees without the right to vote.</p> <p>Carries executive responsibility for the board.</p> <p>Sees that decisions are carried out, policies adhered to.</p> <p>Correlates Association work.</p> <p>Serves as head of staff: Employs all staff according to personnel policies (professional in consultation with the personnel chairperson, the intended supervisor, and/or the chairperson of the committee involved). Assigns, supervises, evaluates, terminates (may delegate certain of these responsibilities).</p>
III. Interpretation of Goals, Policies and Program of the Association:		
<p>Represents or sees that the YWCA is represented in community groups and interprets each to the other.</p>	<p>See that the YWCA is interpreted to fund-raising and community-planning bodies.</p> <p>See that the YWCA participates in community planning.</p> <p>See that there is appropriate response to invitations to present YWCA speakers, exhibits, etc.</p>	<p>Represents, or assigns other staff to represent, the YWCA in selected community groups.</p> <p>Sees that interpretive and promotional materials are prepared and distributed.</p>

YWCA of U.S.A.

OUTLINE OF FUNCTIONS OF COMMITTEE CHAIRPERSONS AND ASSIGNED STAFF IN THE YWCA

CHAIRPERSON

Accountable to the board of directors and the president through meetings and reports.

Works with staff associate for performance of committee assignment.

Related to other committees through letters and/or meetings and co-operation.

Interprets to appropriate community groups through meetings and/or conferences.

1. Informs herself using National, community and other resources in preparing for work with the committee.
2. Chairperson consults with president regarding work of the committee.

1. Presides at meetings
 - a. defines or states the question or problem

CHAIRPERSON & STAFF TOGETHER

Relationships

Preparation for Meeting

1. Determine the best use of resources available to the Association.
2. Plan agenda.
3. Determine what material should go to members prior to meetings.
4. Discuss anticipated results to achieve goals and objectives.

The Meeting

1. Bring to meeting clear statements or questions needing action.

STAFF

Accountable to supervisor through conferences and reports.

Co-operates with and informs other staff through staff meetings and conferences.

Works with committee chairperson and committee members on their assignments.

Relates to community organizations as assigned.

1. Consults with supervisor regarding work of the committee.
2. Makes available to chairperson information affecting agenda and National, community and other resources.
3. Assembles factual data-reports of Association and from community.
4. Handles details of meeting arrangements - notice, rooms, etc.

1. Interprets philosophy and way of work of the YWCA, helping the committee understand how its work relates to the whole.

- b. points up issues, indicates possible alternative actions
 - c. leads discussion, clarifying and summarizing
 - d. seeks full expression of views on the subject including expressing her own point of view
 - e. gets clear decision as to plan of action
2. Assigns responsibilities to committee members.
 3. Sees that accurate minutes are kept.
 4. Interprets philosophy and way of work of the YWCA, helping the committee understand how its work relates to the whole.

2. Interpret necessary board policies and contribute to the growth of committee members toward understanding the Purpose of the YWCA so that they can share in its realization.
3. Create a setting that makes free discussion possible.

2. Participates in discussions through questions, comments, reports, raising points which may have been overlooked.

1. Represents committee on board or other group to whom accountable
 - a. giving written or oral reports
 - b. presenting recommendations for action
 - c. interpreting board action to committee members
2. Represents YWCA in co-operative community groups related to committee's function - with the President's prior knowledge and/or as assigned.

After Meeting and at Other Times

1. Prepare report.
2. Check unfinished business.
3. Consult on carrying out committees decisions.
4. Channel and interpret actions taken and decisions made.
5. Recommend new committee members according to committee needs and their abilities; see that the membership is representative of age and ethnic groups in the community.

1. Sees that minutes are typed, placed in a permanent file and distributed according to a plan.
2. Channels and interprets decision to supervisor, other staff and groups concerned.
3. Sees that policies are adhered to.
4. Sees that decisions are carried out.
5. Represents YWCA in selected community groups when assigned.

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