## Structure

The structure of your organization simply creates a comfortable framework within which your purpose and goals are carried out. As feminists we are concerned that the structures we build are co-operative ones. This means that issues associated with leadership, power and decision making as well as variations on collective versus hierarchical structures are important to us. These are discussed in the handbook called *Leadership*. In addition to these issues, it is also important to examine the allocation of roles and responsibilities within the organization. The exercises which follow will facilitate this examination.

### **Exercise: Picture Yourself**

### Objective

To allow members of the organization to talk about their perceptions of their own and other members' roles in the organization

### Time Requirement

2 to 3 hours, depending on the size of the group

#### Materials

Enough felt markers for each participant, pieces of flip chart paper, and masking tape

#### Instructions

1. Each group member is asked to draw a picture of the organization, showing herself and other members. The picture should capture how it feels right now, not how one would like it to be. Encourage creativity.

2. When everybody has completed their pictures, post these around the room.

**3.** Each person in turn is asked to describe her picture. The facilitator can use prompt questions such as, "What does the picture say about your own roles and responsibilities versus those of others?" "How does it feel as a member of this

organization?" and "Are you happy with the picture or do you want to see it change?" Group members should be encouraged to ask each other questions.

4. When everybody has described their picture, the group members may decide to record problem areas to be addressed.

### Exercise: Board/Staff Job Clarification

### Objective

To reach consensus on the board's and staff's job responsibilities

*Time Requirement* 3 hours

### Materials

The three page Worksheet 13 on Board/Staff responsibilities, flip paper, and felt markers

### Instructions

**1.** For purposes of this exercise, all board and staff should be present. Board members are instructed to complete the worksheet, concentrating on identifying all the jobs that they think should be the staff's responsibility. Staff members should concentrate on identifying those jobs they think should be the board's responsibility. Some jobs may be identified as shared responsibilities.

2. When the two groups have worked through the worksheet, both groups are brought together in order to share their ideas of who is responsible for what. Where there is a lack of agreement, the reasons for the difference of opinion should be fully discussed. The facilitator's goals should be a consensus agreement.

3. When agreement has been reached in all areas, a committee should be chosen to examine existing job descriptions to ensure areas of responsibility are clearly indicated in the appropriate job description.

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## Worksheet 13

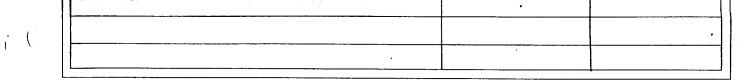
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Establish organizational objectives		
Establish policies		
Carry out objectives		
Other		
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B. MEETINGS	in an	ระสาราช ระสาราช เป็นรัฐสาญ สมาณณณฑาณฑาศ หรื
Prepare meeting agenda		
Attend board meetings		
Keep board minutes	a suite	· · ·
Prepare minutes and distribute agenda		· · · ·
Co-ordinate board operations		-
Prepare annual report		•
Other		
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	Board/Committee	Staff	
C. FINANCIAL RESPONSIBILITY		an a	
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Budget preparation	····	and a star of the	
Monthly budget review report			
Bookkeeping			
Design of fund-raising program			
Help organize fund-raising			
Sign cheques			
Audit of financial records			
Carry out fund-raising activities		·	
Other			
D. PERSONNEL			
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Hire and supervise Executive Director			
Hire and supervise staff			
Evaluate Executive Director			
Evaluate staff		. An an an an ang	
Establish salary levels			
Establish compensation package			
Establish staff training program			
Prepare job descriptions			



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	Board/Committee	Staff	
E. EVALUATION			
Program evaluation			
Committee evaluation			
Board evaluation			
Other			
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Engage in community relations	•		
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Engage in community relations Speak for the organization Keep board informed regarding operations Keep board informed of provincial activities Keep board informed of community activities Design board orientation package			
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Engage in community relations Speak for the organization Keep board informed regarding operations Keep board informed of provincial activities Keep board informed of community activities Design board orientation package Orient new board members Find new board members			
Engage in community relations Speak for the organization Keep board informed regarding operations Keep board informed of provincial activities Keep board informed of community activities Design board orientation package Orient new board members Find new board members Prepare and write reports for board			
Engage in community relations Speak for the organization Keep board informed regarding operations Keep board informed of provincial activities Keep board informed of community activities Design board orientation package			

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# Board and Staff Responsibilities

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If your organization is new and considering recruiting paid or unpaid staff, an examination of which positions will be responsible for each task area will help you come to terms with what needs to be done in order to keep your organization operating smoothly.

If you are already operating with staff, an examination of board/staff responsibilities will help you reassess the assignment of responsibilities. Social service delivery agencies are constantly evaluating programs and making changes. Some of these may involve changing job descriptions as well as changing responsibilities for some tasks from the board to the staff or vice versa. It is important to create a broad general picture of your whole organization in terms of the work that needs to be undertaken. This broad overview should include:

- the work needed to deliver the services (educational or direct service)
- the work needed to support the services (secretarial, bookkeeping, maintenance)
- the work that keeps the organization running smoothly (fundraising, policy development, board development).

In examining responsibilities, it is important to focus on the work that needs to be undertaken and not on the person who does the work.

Once your organization has a general understanding of all of the work that needs to be done to maintain the organization and/or to deliver the service, you will have a better idea of the people needed as well as the skills they will have to possess. You will be able to assign these general work categories to specific positions, be they paid or unpaid staff, board, or board committees. It is important that all those who will be affected by these decisions participate in making them.

When the following exercise has been completed

### Exercise: Board/Paid Staff/Unpaid Staff Job Clarification

### Objective

To reach consensus on the job responsibilities of paid staff, unpaid staff and board

*Time Requirement* 4 hours

### Materials

A copy of the Job Clarification Worksheet for each participant, flip paper and felt markers

### Instructions

1. If your organization has paid and unpaid program staff as well as a board of directors, all three groups should participate in the exercise. Board members are asked to complete the worksheets, concentrating on assigning all the jobs they think should be paid or unpaid staff responsibilities. Unpaid staff will concentrate on the responsibilities of board and paid staff. Finally, paid staff will concentrate on the responsibilities of unpaid staff and board. Where possible, committees or actual staff positions will be identified. Some jobs may be seen to be a shared responsibility, with the final decision resting with one group. If the organization is new and is doing the exercise before staff are hired, participants can divide themselves into three groups, representing board, paid staff and unpaid program staff.

2. When the three groups have worked through the worksheets, they are brought together to share their ideas regarding who should be responsible for what. Where there is disagreement, the reasons for the differences of opinion should be fully discussed. The goal should be a consensus agreement.

and agreement has been reached as to who is responsible for specific tasks, the personnel committee will be ready to examine existing job descriptions or develop new ones.

## Job Clarification Worksheet

# Revealed Staff

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Task	Board	Paid Staff	Unpaid Staff
			-
A. THE FUNDAMENTALS			
Establish Organizational Philosophy			
Establish Organizational Goals		· · · ·	
Establish Organizational Objectives			
Establish Policies			
Determine Organizational Structure			
Design Organizational Evaluation			
Incorporation			
Other			
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B. BOARD MEETINGS			
Set Agenda			
Attend Board Meetings			· · · ·
Prepare Annual Report			
Other			
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C. FINANCIAL RESPONSIBILITY			
Budget Preparation			*=**
Monthly Budget Review Report			
Bookkeeping			
Design Fundraising Program			
Help Organize Fundraising			• • • • • • • •
Sign Cheques			
Audit			
Other			
D. PERSONNEL			
Hire Program Co-ordinator			
Hire Paid Staff			
Hire Unpaid Staff			······································

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,	Task	Board	Paid Staff	Unpaid Staff
	Supervise Paid Staff			
	Supervise Unpaid Staff			
	Establish Salary Levels			-
	Establish Benefit Package			
	– Paid Staff			······································
	– Unpaid Staff			
	Establish Staff Development Program			
	– Paid Staff			
				-
	– Unpaid Staff			
	Prepare Job Descriptions			
	- Board			1
	– Paid Staff			
	– Unpaid Staff			
	Other			
· (	E. EVALUATION Program Evaluation Board Evaluation Committee Evaluation			
	Paid Staff Evaluation			
	Unpaid Staff Evaluation			
	Other			
	F. PROGRAM PLANNING			
	Community Needs Assessment			
	Identification of Gaps in Service			
	Agency Networking			
	Program Budget Preparation			
	Research the Issues			
	Determine Program Goals and Objectives			
	Develop Written Descriptions			
	Design Program			
	Prepare Proposals			1
	Gather Resources		e	

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Gather Resources		
Other		 

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. Task		Board	Paid Staff	Unpaid Staff
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Community Outreach				
Direct Client Service				
Client Referral and Follow				
Advocate on Behalf of the				
Client Intake and Assessm				
Client Education				
Counselling Program Administration				-
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Statistical Monitoring Syst	lem			
Community Education	<u> </u>			
Publicity				· · · · · · · · · · · · · · · · · · ·
Other				
Engage in Community Rel Speak for the Organization				
Board/Staff Liaison				
Orient New Board Membe	ers			
Serve on Outside Boards				_
Board Legal Requirement				
Facility Legal Requirement	ts			
Other				
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