

Keitha

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.

Worksheet 13

Board/Staff Responsibilities

	Board/Committee	Staff
A. THE FUNDAMENTALS		
Establish board philosophy		
Establish organizational goals		
Establish organizational objectives		
Establish policies		
Carry out objectives		
Other		
B. MEETINGS		
Arrange board meeting dates		
Prepare meeting agenda		
Attend board meetings		
Keep board minutes		
Prepare minutes and distribute agenda		
Co-ordinate board operations		
Prepare annual report		
Other		

	Board/Committee	Staff
C. FINANCIAL RESPONSIBILITY		
Budget preparation		
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		
Hire and supervise Executive Director		
Hire and supervise staff		
Evaluate Executive Director		
Evaluate staff		
Establish salary levels		
Establish compensation package		
Establish staff training program		
Prepare job descriptions		
Other		

	Board/Committee	Staff
E. EVALUATION		
Program evaluation		
Committee evaluation		
Board evaluation		
Other		
F. GENERAL		
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		
Represent board		
Serve on outside boards		
Update incorporation documents		
Responsible for bylaws		
Other		

Board and Staff Responsibilities

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 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.

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.

Job Clarification Worksheet

11/18/2018

Board/Paid Staff/Unpaid Staff Job Clarification			
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			
B. BOARD MEETINGS			
Set Agenda			
Attend Board Meetings			
Prepare Annual Report			
Other			
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			

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			
- 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			
Gather Resources			
Other			

