



west kootenay  
**WOMEN'S  
ASSOCIATION**

## Introduction to the Coordinating Collective

This training manual is a collection of material produced and/or collected by WKWA from 1974-2010, used to train incoming members of the Coordinating Collective, the managing body of the organization. Where sources are known, materials have been credited. Some are older photocopies of material passed around so much the origins are unknown. We thank all sources, known and unknown, for their contribution. Note: As an editor, I have left out a great deal of borrowed material used in the Volunteer Training, due to both copyright and quality of readability issues.

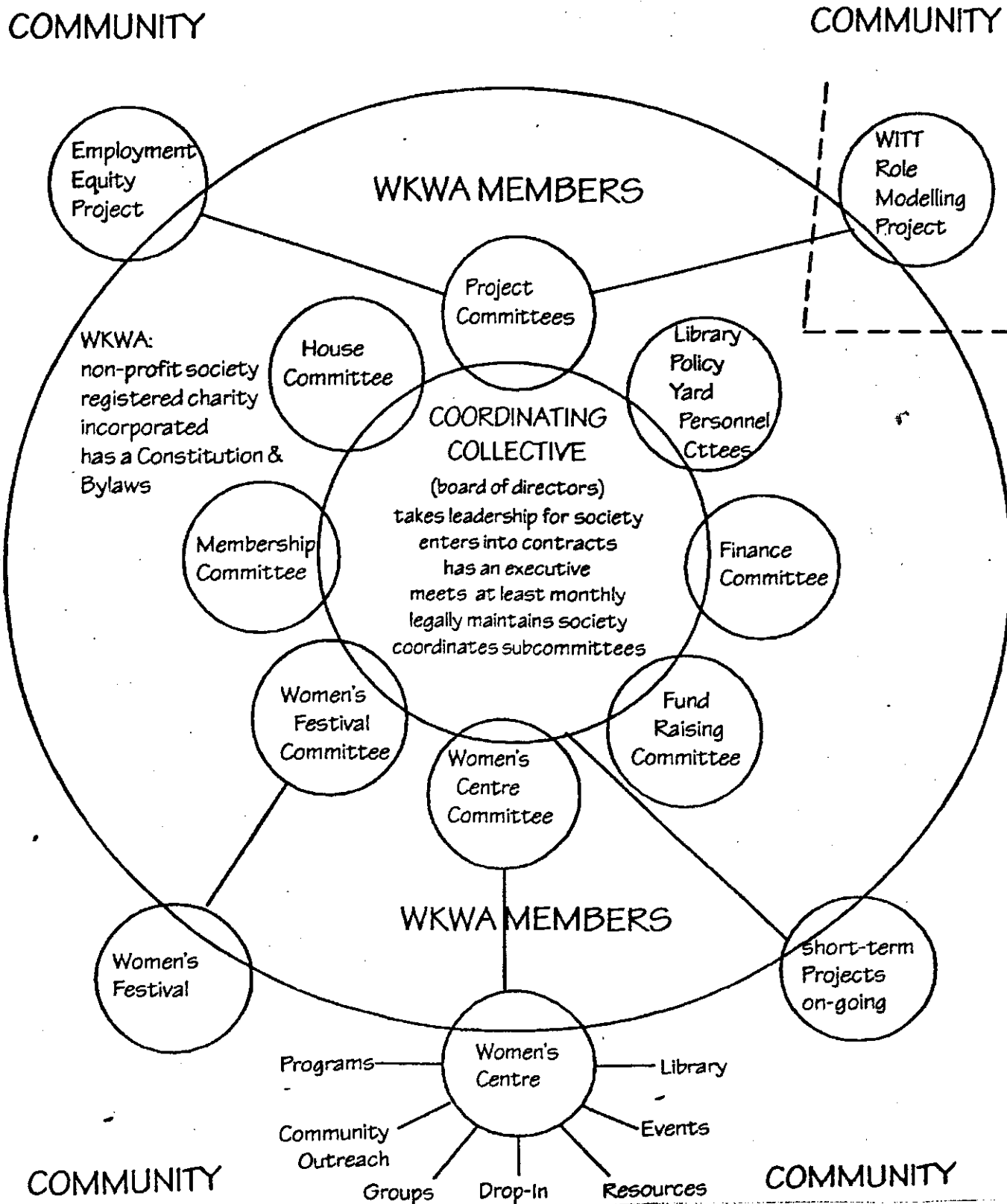
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**of the  
West Kootenay Women's Association**

1. The name of the Society is the "West Kootenay Women's Association".
2. The purposes of the Society are:
  - a) to promote equitable treatment of women, in the belief that every woman has the right to control over her social, economic and physical circumstances;
  - b) to work together with women of every race, class, sexual orientation, physical or mental ability, age, size, spiritual or political belief;
  - c) to supply and render service of a charitable and educational nature to women;
  - d) to establish resources for women;
  - e) to co-operate with other organizations which have objective similar to the objectives of the Association;
  - f) to operate as a non-profit organization to administer and employ its property, assets, and rights, for the purpose of promoting, or aiding in the promotion of, the welfare of all women;
  - g) to receive, acquire, and hold gifts, donations, legacies, and devices.
3. In the event of winding up or dissolution of the Society, funds and assets of the Society remaining after the satisfaction of its debts and liabilities, shall be given or transferred to such organization or organizations promoting the same or similar purposes as this Society, as may be determined by the members of the Society at the time of dissolution. In the event that the foregoing provision cannot be effected, such funds and assets shall be given to another organization. This organization shall be a registered charity recognized by Revenue Canada. This provision (3) is unalterable.
4. The purposes of the Society shall be carried on without purposes of gain for its members and any profits or other accretions to the Society shall be used for promoting its objectives. This provision (4) is unalterable.

**Ratified September 25, 1998**

**West Kootenay Women's Association:  
How it all works together  
(The "Pod Model")**



**West Kootenay Women's Association  
Coordinating Collective Job Description September 2005**

**CO-CHAIRS:**

- signing authority – cheques, contracts with funders, other legally binding documents.
- organizes the Coordinating Collective Meetings, including:
  - sets agenda (consult agenda sheet in log book)
  - decides how much time is needed for each topic on the agenda
  - checks in with other members and staff for updates during the month
  - chairs meetings or checks with meeting facilitator 1 week before meeting
- arranges educational / professional development
- regularly checks WKWA Chair mail pocket and WKWA Coordinating Collective mail pocket
- responsible for ensuring Complaints Policy has timely resolution (i.e., if a complaint is filed, chair will keep the process on track, on time)
- organizes monthly correspondence and business
- may act as a “buddy” for staff member
- available to staff for debriefing, decision making and check-ins
- speaks on behalf of WKWA at various meetings / events; available to press for public comments on women's issues
- prepares press releases on behalf of WKWA
- prepares evaluations for WKWA
- part of committee to perform annual strategic planning for WKWA
- ensures contract obligations with funders are met
- meets with community groups, funders, projects of WKWA
- responsible for ensuring organizational standards are met
- checks monthly “to do” lists in files

**TREASURER:**

- acts as signing authority for cheques and some contracts, letters, reports
- liaise with admin coordinator and accountant
- presents financial statements and financial reports at CC meetings and the WKWA Annual General Meeting (may be undertaken by accountant)
- coordinates a minimum of 9 (nine) Finance Committee meetings per year. Attends Finance Committee meetings.
- maintains and updates finance committee records and minutes.
- fills out tax receipts monthly.
- coordinates the preparation of an annual budget for WKWA and the Women's Centre.

#### **SECRETARY / BINDER MINDER:**

- responsible for filing paperwork of the Societies Office in Victoria within one month of CC changeover / AGM, including: the Society Annual Report with list of new officers, Minutes from AGM and Charitable Status Forms.
- responsible for altering Signing Authority forms at the Bank (Credit Union) to reflect new list of authorized signatures on cheques.
- ensures minutes of all monthly Coordinating Collective meetings are typed, distributed and filed
- signing Authority (cheques, contracts with funders, other legally binding documents)
- attend monthly Coordinating Collective meetings and the Annual General Meeting
- participate in the decision making process of WKWA
- participate in actions involved with decisions made and involvements agreed upon
- oversee preparation of Annual General Meeting minutes
- prepare list of names, addresses, and phone numbers of CC members for CC Binder.

#### **RESPONSIBILITIES AS A COORDINATING COLLECTIVE MEMBER:**

- attend monthly Coordinating Collective meetings and participate in decision making
- be responsible for her actions, learning and tasks
- respect and participate in consensus process
- act as a CC Liaison on a WKWA committee
- be a team member, offer support to other members of the CC
- listen
- share ideas, give feedback and clear communication
- share roles at monthly meetings (i.e. – minute taker, food, facilitator)
- work on designated tasks
- follow WKWA policy
- read written material in advance of meetings (i.e. minutes)
- participate in policy development on matters related to the sub committee on which you are involved
- support staff and be a fair employer
- be accountable to women in the community; represent a wide spectrum of perspectives on women's issues
- participate in long term planning and organizational development, including policy
- plan and implement ways to keep WKWA outreach and membership an ongoing public presence (i.e. table at Streetfest, Women's Festival, International Women's Day, regularly at the Mall, Co-op, in front of supermarkets, etc.
- expand membership / outreach to other areas in the West Kootenays (i.e. Salmo, Ymir, Kaslo, Taghum, along the North Shore, etc)
- act as volunteers to staff outreach / membership tables, etc

West Kootenay Women's Association – Coordinating Collective Job Description

SECRETARY / BINDER MINDER:

- . Responsible for filing paperwork of the Societies Office, in Victoria within one month of CC changeover / AGM, including: the Society Annual Report with list of new officers, Minutes from AGM and Charitable Status Forms.
  - . Responsible for altering Signing Authority forms at the Bank (Credit Union) to reflect new list of authorized signatures on cheques.
  - . Ensures minutes of all monthly Coordinating Collective meetings are typed, distributed and filed
  - . Signing Authority (cheques, contracts with funders, other legally binding documents)
  - . Attend monthly Coordinating Collective meetings and the Annual General Meeting
  - . Participate in the decision making process of WKWA
  - . Participate in actions involved with decisions made and involements agreed upon
  - . Oversee preparation of Annual General Meeting minutes
  - . Prepare list of names, addresses, phone numbers of CC members for CC Binder.
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West Kootenay Women's Association – Coordinating Collective Job Description

VICE CHAIR:

- steps in to act as Chair when Chair is ill or unable to plan / attend CC meetings
- available to Chair for debriefing or check-in following monthly meetings
- supports Chair by assisting with tasks or duties when necessary

Note: A given Coordinating Collective may choose to have two Co-Chairs, rather than a chair / vice chair. In that case, the duties of the Chair would be divided at the discretion of the two Co-Chairs.

The Society Act, which governs how non-profit societies do business, does not recognize the position of "Co-Chair", therefore, when officer's positions are filed in Victoria, one Co-Chair will be listed officially as "Chair" and one as "Vice-Chair".

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West Kootenay Women's Association – Coordinating Collective Job Description

TREASURER:

- Acts as signing authority for cheques
  - Presents financial statements and financial reports at CC meetings and the WKWA Annual General Meeting
  - Coordinates a minimum of 9 (nine) Finance Committee meetings per year. Attends Finance Committee meetings.
  - Maintains and updates finance committee records and minutes.
  - Fills out tax receipts monthly.
  - Coordinates the preparation of an annual budget for WKWA and the Women's Centre.
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West Kootenay Women's Association – Coordinating Collective Job Description

MEMBER AT LARGE:

- coordinates membership for WKWA
  - plan and implement ways to keep WKWA outreach and membership an ongoing public presence  
(i.e. table at Streetfest, Women's Festival, International Women's Day, regularly at the Mall, Co-op, in front of supermarkets, etc. on a monthly (minimum) basis)
  - expand membership / outreach to other areas in the West Kootenays  
(i.e. Salmo, Ymir, Kaslo, Taghum, along the North Shore, etc)
  - facilitate the generation of membership renewal letters and follow up
  - get volunteers to staff outreach / membership tables, etc
  - report to WKWA Coordinating Collective
  - update membership list on a monthly basis (minimum)
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West Kootenay Women's Association – Coordinating Collective Job Description

PERSONNEL COMMITTEE LIAISON:

- meet with staff to discuss and respond to work concerns where appropriate
  - review and recommend revisions or additions to Personnel Policy
  - ensure that annual staff evaluations are conducted for the Coordinator
  - follow up on evaluations
  - strike Hiring Committees when directed by the Collective. Ensure that the hiring policy is followed for all hiring and be a resource for the Hiring Committee throughout the hiring process
  - follow up on hirings by drafting letters of appointment and notification as required by the hiring policy
  - ensure that each employee has a confidential employee file
  - assist with orientation of new staff
  - support staff in developing a plan for personal growth in relation to their jobs and assist with professional development
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Responsibilities as a Coordinating Collective Member:

- attend monthly Coordinating Collective meetings and participate in decision making
  - be responsible for my own actions, learning and tasks
  - respect consensus process
  - act as a CC Liaison on a WKWA committee
  - be a team member, offer support to other members of the CC
  - listen
  - share my ideas, give feedback and be clear in my communication
  - share roles at monthly meetings (i.e. – minute taker, food, facilitator)
  - be flexible
  - work on designated tasks
  - follow WKWA policy
  - read written material in advance of meetings (i.e. minutes)
  - participate in policy development on matters related to the sub committee with which I am involved
  - support staff and be a fair employer
  - be accountable to women in the community; represent a wide spectrum of perspectives on women's issues
  - participate in long term planing and organizational development, including policy
-



Dear friend of the West Kootenay Women's Association,

You have been highly recommended to be a potential member of the Coordinating Collective for the West Kootenay Women's Association (WKWA). We would like to invite you to participate on the Coordinating Collective.

WKWA's most renowned project is Nelson and District Women's Centre which supports and empowers thousands of women in our community. Other WKWA projects include the Women's Economic Project that is exploring feasible women's cooperatives to provide long-term, sustainable security and economic alternatives to women in our region, the Women's Access to Health project, the Women's Centre Needle Exchange, and the library which is the largest of its kind in B.C. outside the Lower Mainland. Believing that every woman has the right to control over her social, economic and physical circumstances, WKWA promotes equitable treatment of women and enhances public awareness of feminism. Together, we celebrate diversity by honouring women of every race, class, sexual orientation, physical or mental ability, age, size, spiritual or political belief. We are looking for new collective members who share this vision and passion for feminist work and who want to work with us to expand and enact it.

The Coordinating Collective is similar to the 'Board of Directors' at other agencies and is responsible for governing WKWA, making policy decisions, employing paid staff, strategic planning and finances. The Coordinating Collective is a group of committed volunteers that makes decisions and implements them through action in areas such as personnel, finances, membership, policy, media and outreach, fundraising, caretaking of the house, community liaison, etc. We use a consensus model in all our interactions. There are ample opportunities for learning and skills development through volunteering with the coordinating collective. Areas we've noticed ourselves learning have included communications, leadership, facilitation, consensus building, organization, media relations, accounting and budgeting, conflict resolution, strategic planning, policy making, event planning, building maintenance, practicing feminist politics and more. If you have skills in these areas or would like to develop such skills, and you want to contribute to feminist movement and the women of our communities, this is the place for you.

Members commit to a two-year term on the Coordinating Collective. Participation on this collective involves a four-hour meeting each month held the first Wednesday of every month from 4:30-8:30. In addition, collective members take action on responsibilities set out in the monthly meetings, as well as participating in committee work and ad hoc meetings. In order to be part of the collective, one must be voted on at the upcoming Annual General Meeting that will be held Saturday, September 30, 2006 from 3-5pm at 420 Mill Street. The AGM will be followed by a potluck dinner at 5pm. The first Collective Meeting will be Wednesday, October 4<sup>th</sup>, 2006. Shortly thereafter there will be a retreat and training for Collective members for orientation to the Association and the Collective.

Please consider our invitation to the West Kootenay Women's Association Coordinating Collective. We would like very much to work with you and look forward to further communications. Please respond to let us know if you are interested and feel free to contact Joanna Lemay, the co-chair of the Collective, at [j.lemay@hotmail.com](mailto:j.lemay@hotmail.com) or at 250-229-4961 for more information.

Sincerely,

On behalf of the West Kootenay Women's Centre Coordinating Collective

WKWA  
NELSON & DISTRICT  
WOMEN'S CENTRE  
Tel: (250) 352-9916

420 Mill Street  
Nelson BC  
V1L 4R9

Email:  
[wkwomyn@netidea.com](mailto:wkwomyn@netidea.com)

## VOLUNTEER RIGHTS AND RESPONSIBILITIES FOR NELSON & DISTRICT WOMEN'S CENTRE

### Volunteer Rights

1. Volunteers have a right to be assigned a job that is worthwhile and challenging with freedom to use existing skills and develop new ones.
2. Volunteers have a right to be trusted with confidential information appropriate to carrying out their duties.
3. Volunteers have a right to be kept informed through memoranda, minutes and attendance at meetings about what is going on in the organization.
4. Volunteers have a right to be provided with training and on-going supervision.
5. Volunteers have a right to provide the coordinators & WKWA collective members with feedback re: Centre activities, drop-in concerns, etc.
6. Volunteers have a right to consultation with coordinators and CC members re: ~~when~~ appropriate concerns.

### Volunteer Responsibilities

1. Volunteers have a responsibility to respect confidentiality.
2. Volunteers have a responsibility to follow policies and procedures established by the Women's Centre.
3. Volunteers have a responsibility to ask for what they need in terms of support/extra training.
4. Volunteers have a responsibility to attempt to attend and participate in in-services and volunteer staff meetings (when they happen).
5. Volunteers have a responsibility to consult with staff around issues they are unable to resolve as well as cases involving reporting (Ministry of Social Services, Police).

Adapted with thanks from: Klinik Crisis Training  
Reading, Manual  
Winnipeg, Manitoba

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## Responsibilities and Rights in Staff/Volunteer Relationships

### The Volunteer

#### *Responsibility to:*

1. respect confidences of clients and referring organization;
2. fulfill her commitment;
3. follow policies and procedures established by the organization;
4. use reasonable judgment in making decisions and, when possible, consult with her supervisor for guidance;
5. provide feedback, suggestions and recommendations to staff if these might increase the effectiveness of the program.

#### *Right to:*

1. be assigned a job that is worthwhile and challenging, with freedom to use existing skills or develop new ones;
2. be trusted with confidential information appropriate to carrying out duties;
3. be kept informed through memoranda, minutes and attendance at meetings about what is going on in the organization;
4. be provided training and supervision;
5. know whether her work is effective and how to improve it;
6. have a chance to increase understanding of self, others and the community;
7. have educational in-services that will enhance and develop her skills and knowledge.

### Paid Staff

#### *Responsibility to:*

1. use volunteers to supplement our services so more can be done with time and budget;
2. prepare every staff member to accept and respect the volunteer as a co-worker;
3. define volunteer jobs that are appropriate to the skill levels of volunteers;
4. make it possible for a volunteer to serve on a trial or probationary basis for a specific period;
5. provide orientation, training and in-services to stimulate and increase volunteers skills;
6. include the volunteer in meetings that pertain to her work;
7. communicate clearly defined lines of supervision so volunteers know to whom they are responsible;
8. accept and trust volunteers with same respect accorded paid staff;
9. encourage the volunteer to offer ways of work or new approaches she thinks will improve the organization's services;
10. extend appropriate recognition and appreciation to volunteers.

#### *Right to:*

1. decline acceptance of a prospect as a volunteer if the person seems unsuitable for the work;
2. know that the volunteer will fulfill her assignment as agreed upon or will notify staff sufficiently in advance that she cannot complete it;
3. know that the volunteer will not go beyond her competencies and authority; that the volunteer and client will report situations they are unable to resolve;
4. expect the volunteer to maintain an open line of communication with staff;
5. release a volunteer who is unacceptable or whose skills do not fill a need in the organization.

**NELSON & DISTRICT WOMEN'S CENTRE**

**OATH OF CONFIDENTIALITY**

I, (please print) \_\_\_\_\_, understand that from time to time I shall come into possession, or have knowledge of personal or confidential information relating to other Women's Centre volunteers, staff, the Coordinating Collective, or individuals and their families from the community; and whereas It is the stated policy of the Nelson & District Women's Centre that such information shall be held in strictest confidence by the recipient thereof and recognizing that the aforementioned people are entitled to such protection, as a matter of right *I hereby undertake to keep confidential, and not disclose any and all information respecting any of the aforementioned people who become connected with the Nelson & District women's Centre* EXCEPT WHERE SUCH DISCLOSURE IS CONSISTENT WITH STATED POLICY AND PROCEDURE, AND RELEVANT LEGISLATION.

*Ordinarily all interactions and communications are strictly confidential. Written permission will be obtained before relaying information to anyone (ie. physician, attorney, counselors or any other person). I do however, reserve the legal right (according to legislation), to break confidentiality and take appropriate action if any of the aforementioned people:*

- 1) threaten bodily harm or death to themselves or any other person; or
- 2) there is indication of child physical, emotional, or sexual abuse.

I have read the above, and declare that I fully understand the nature and effect of this oath. By signing this Oath of Confidentiality, I agree to maintain the Oath of Confidentiality as laid out by the Nelson & District Women's Centre.

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Witness**

\_\_\_\_\_  
**Date**

\_\_\_\_\_

**Agreement to Access the Women's Centre after hours**

Name: \_\_\_\_\_ Date: \_\_\_\_\_

I agree to the following responsibilities as someone who has been given the access code and permission to enter the Nelson & District Women's Centre after hours:

1. I agree to keep the code confidential and will not pass it on to any other individual under any circumstances.
2. I agree to leave the Centre as I have found it. This means cleaning up, washing dishes used, turning down the heat, closing windows, turning off lights, etc.
3. I agree not to use equipment such as the computers or voice mail unless I've been previously trained to do so.
4. I agree to use the Centre for appropriate Centre-related activities only and not abuse my access.
5. I agree I will not admit people other than designated group members or known volunteers into the Centre while I am here after hours.
6. I agree I will not leave with other people remaining in the Centre unless they also have approved access.

Signed: \_\_\_\_\_ Staff initials: \_\_\_\_\_



## 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

<b>Board/Staff Responsibilities</b>		
	<b>Board/Committee</b>	<b>Staff</b>
<b>A. THE FUNDAMENTALS</b>		
Establish board philosophy		
Establish organizational goals		
Establish organizational objectives		
Establish policies		
Carry out objectives		
Other		
<b>B. MEETINGS</b>		
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
<b>C. FINANCIAL RESPONSIBILITY</b>		
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		
<b>D. PERSONNEL</b>		
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
<b>E. EVALUATION</b>		
Program evaluation		
Committee evaluation		
Board evaluation		
Other		
<b>F. GENERAL</b>		
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

Board/Paid Staff/Unpaid Staff Job Clarification			
Task	Board	Paid Staff	Unpaid Staff
<b>A. THE FUNDAMENTALS</b>			
Establish Organizational Philosophy			
Establish Organizational Goals			
Establish Organizational Objectives			
Establish Policies			
Determine Organizational Structure			
Design Organizational Evaluation			
Incorporation			
Other			
<b>B. BOARD MEETINGS</b>			
Set Agenda			
Attend Board Meetings			
Prepare Annual Report			
Other			
<b>C. FINANCIAL RESPONSIBILITY</b>			
Budget Preparation			
Monthly Budget Review Report			
Bookkeeping			
Design Fundraising Program			
Help Organize Fundraising			
Sign Cheques			
Audit			
Other			
<b>D. PERSONNEL</b>			
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			
<b>E. EVALUATION</b>			
Program Evaluation			
Board Evaluation			
Committee Evaluation			
Paid Staff Evaluation			
Unpaid Staff Evaluation			
Other			
<b>F. PROGRAM PLANNING</b>			
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			

Task	Board	Paid Staff	Unpaid Staff
<b>G. SERVICE DELIVERY</b>			
Community Outreach			
Direct Client Service			
Client Referral and Follow-Up			
Advocate on Behalf of the Client			
Client Intake and Assessment			
Client Education			
Counselling			
Program Administration			
Statistical Monitoring System			
Community Education			
Publicity			
Other			
<b>H. GENERAL</b>			
Engage in Community Relations			
Speak for the Organization			
Board/Staff Liaison			
Orient New Board Members			
Serve on Outside Boards			
Board Legal Requirement			
Facility Legal Requirements			
Other			



**CREATING THE EXCELLENT BOARD**

Workshop March 12, 1994  
by Ed Schumaker, Salmon Bay Associates

Assumptions:

Board and Staff form a partnership

The board should evolve and change with the organization

The choice of new board members determines the future of the organization.

A strong organization needs both a strong board and strong staff.

Every board member is well intentioned and well motivated.

~~Strong boards are demanding - they can be a lot of trouble (i.e. to staff).~~

The Executive Director's job is talking and working with the board - they are not the people who keep you from your job.

Your organization should have board members:

- who clearly lead the organization
  - who clearly understand their role
  - who are passionate about the cause and the organization
  - who clearly understand the staff role
  - who fund raise
  - who are public advocates for the organization
  - who are thoughtful decision makers
  - who attend 80% of board meetings
  - who have linkages and connections in the community
-

*Habondia*

## Board of Directors Policy

June 3, 2008

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### Board Member Qualifications

- Board members are women
- A member of Habondia
- Interested in the empowerment of women, sharing the abundance of our society, and working for social change
- Able to attend 10 monthly meetings per year
- Able to attend organizational planning sessions
- Willing to serve on a minimum of one committee
- Willing to commit for a two-year term
- Open to learning effective communication skills
- Able to maintain confidentiality
- Able to creatively and effectively deal with diverse and complex issues
- Values clarity, kindness, accountability and responsibility
- Sensitive and willing to offer emotional support
- Organizational skills and flexibility are definitely an asset
- Has a basic level of financial literacy applicable to loans and investments
- Previous board experience is desirable but not necessary
- Willing to complete a Police Information Check

### Board Member Duties and Responsibilities

Board members are responsible for the functions and activities of the organization. It is their role to ensure that the organization follows its stated vision, mission and goals and that the organization operates in such a manner that it maintains its status as a registered society.

Specific duties include:

- Attend and participate in monthly board meetings
- Read relevant information in preparation for board meetings
- Attend loan meetings on a rotating basis
- Attend organizational planning sessions
- Participate in at least one committee
- Participate in society events
- Prepare for and attend the Annual General Meeting
- Serve for a two-year term, with the option of renewals to a six-year maximum

### Duties of Executive Officers

There is a maximum of 7 Board members and a minimum of 5.

**Co-chairs** – Organize the focus and goals of the group; represent and promote the group in public; facilitate meeting agendas

**Note-taker** – Prepares and distributes meeting agendas; records and distributes minutes of meetings; maintains written records and files of the organization

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## Board of Directors Policy

June 3, 2008

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**Treasurer** – Oversees financial transactions; monitors cash flow and society solvency; provides annual financial reports; coordinates bookkeeping.

**Membership Coordinator** – Maintains member database; recruits and manages volunteers for specific assignments; recognizes members for contributions

**Events Coordinator** – Chairs Events Committee; plans annual events calendar; responsible for event coordination

**Member-at-Large** – Represents the general interests of members on the Board of Directors and volunteers as needed for Habondia.

## **B.C./YUKON SOCIETY OF TRANSITION HOUSES PHILOSOPHY**

The B.C./Yukon Society of Transition Houses is a feminist organization dedicated to ending all forms of violence against women and its affects on children and promotes the development of a safe and healthy society through services, advocacy, and education.

**WE BELIEVE:** that women must have the right to access resources, support and information concerning their human and legal rights.

**WE BELIEVE:** that all women and children must have the right to live free from abuse, violence, and the threat of violence in their intimate relationship and in society.

**WE BELIEVE:** the liberation of women will occur when we accept and celebrate diversity and reach political, economic, social and cultural equality.

**WE BELIEVE:** that families must be defined by their members.

**WE BELIEVE:** that freedom of choice, dignity, and respect must be the right of all women and children.

**WE BELIEVE:** that the B.C./Yukon Society must act in a continuing role as educator, advocate, innovator, consultant, and catalyst for action in ending violence against women and its effects on children.

**WE BELIEVE:** women and children must have the right to live free of poverty.

**WE BELIEVE:** that all women and children must have the right to effect change in decisions, policies, and laws that impact their lives.

**WE BELIEVE:** that all children must have the right to physical safety and psychological and emotional security to fully realize their individual potential.

**WE BELIEVE:** that children who witness abuse must have access to support, advocacy and resources to understand the violence in their lives and to develop new skills.

**WE BELIEVE:** that women and children must have the right to live free of racism and prejudice.

Adopted, June,10,1995

Here's how to find the  
**NELSON &  
 DISTRICT  
 WOMEN'S CENTRE**

Whether you need:  
 A place to  
 put your feet up  
 A chance to talk  
 Help with a problem  
 or  
 Just some  
 information  
 if you're a woman,  
 the  
**WOMEN'S  
 CENTRE**  
 is a place  
 for you!

420 Mill Street  
 Nelson, B.C. • V1L 4R9  
 (604) 352-9916

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Speech Written by Vita Story  
HISTORY OF THE WKWA

Tonight I'm going to go back about 12 years to when the Women's Centre was an idea whose time had come in Nelson. Sometimes we had trouble convincing people of that – like the Nelson Daily News, who wrote an article in 1972 titled "No Need of Women's Lib". The reporter interviewed five people (we weren't among those five) and she came to the conclusion that, I quote, "while women liberationists are fighting for equality, local institutions appear to be granting it quietly and without much ado". Well, we weren't asked for our opinion but we disagreed. The Nelson Women's Centre has made herstory, and I might add, it hasn't been very quiet or without much ado. We were the first Women's Centre outside the lower mainland and we are the oldest living centre in B.C. We can take pride in our accomplishments. We've had a strong and visible impact on this community over the years, particularly, most recently on Kootenay Tractor as one example. But my intention is not to deal with our present successes; my task tonight is to share with you the Nelson Women's Centre history, as I recall it from my work as one of the original founding mothers, coordinator, chairperson, and all around person who most of the time acted like she knew what she was doing. I consulted with a few original members for their memories of those days; I looked at old press releases. I read through ancient newsletters and put together these recollections.

The scene opens in 1972 and the context is a Local Initiatives Project (LIP – today known as Canada Works) that was surveying adult education needs in Nelson. I was job sharing with another woman. We sent an abortion survey to doctors in Nelson. Got a few responses. Well, one issue led to another, and we started having weekly C-R groups in living rooms throughout Nelson. From there, we decided we'd like a centre, so we put together a proposal for a Women's Centre. I hitchhiked to Vancouver (we didn't have a travel budget), presented it to

the Security of State people, and in January 1973, we received a cheque for \$7600 made out to the Nelson Women's Centre. From there, a physical space was secured at 490 Baker Street (on the corner of Baker and Ward), known as the KWC block. It was a lovely oval-shaped room with high curved windows overlooking Baker Street, and I remember it was heated with those hot water radiators that used to hiss and occasionally spew hot water.

There are lots of wooden stairs to climb to get up to this room. In fact, you had to be in pretty good physical shape to make it up without huffing and puffing. The location above Baker Street was great. We were visible, accessible, and the staff especially liked it because it was an excellent vantage point from which to watch the parades on Baker Street. But not everyone was thrilled with our success in getting Federal funds for starting a Women's Centre. A staff member from the Nelson Daily News wrote an opinion editorial, I quote, "Women's lib is little more than a vehicle for members of the fair sex who cannot cope with the pressures of society." Strong women can and do make their mark in life and don't need to derive false comfort by associating with other females content to complain about male chauvinism. He ended his article by saying, "In summation, it is nothing short of ludicrous for the government of this country to spend taxpayers money on any project associated with a façade such as women's lib. The recent granting of \$7600 to the Nelson Women's Centre is incredulous and does little to instill confidence in the Trudeau government", end of quote. Well, to have evoked that kind of reaction, we knew we must be on the right track, and are still on the right track.

Our first official problem was our name. We were the Nelson Women's Centre, but that wasn't good enough for Victoria. We were applying to become a legal society so that we could receive government funding. We knew little about incorporation so we borrowed someone else's constitution, changed the goals, replaced 'man' for 'woman' and sent in our constitution. Victoria kept sending the papers back. The

name had to include 'society' or 'association'. We finally settled on the West Kootenay Women's Association, and kept the name Nelson Women's Centre. It became a project of the WKWA. That was in 1974.

490 Baker Street was home until the move to the Jam Factory around 1978. Our landlord was never quite sure what we did up there. I think he was afraid to ask. He did say one day that he noticed a lot of women going up to the Centre wearing work boots. One night without telling us, he changed the lock on the street-level door and took down all our signs. The next day, when we came to work and couldn't get our keys to work in the door, we knew something was going on. Well, we went to see him. He was a bit excited. He told us it wasn't the women he objected to, but the boots we wore. He said it confused people. Well, we stood up to this landlord (and remember, those were the days before assertiveness training, interpersonal communication skills, before fogging and broken record, etc). We got back in, and life went on.

One of the drawbacks of 490 Baker Street were the stairs, but that didn't keep people away. In fact, many of the women who climbed those stairs were pregnant. The Centre ran childbirth education classes on Saturdays. The room would get filled wall-to-wall with foamies, pelvic models, posters of foetal development, new fathers. It was a very busy place on Saturdays. The Centre was into self-examination and self-help. The book *Our Bodies, Ourselves* by the Boston Women's Health Collective was a must for reading. We spent a lot of time looking at cervixes. Someone commented that the way you knew if a woman belonged to the Women's Centre in those days was if she had a speculum in her drawer. I would add that you knew she was really committed if she had two speculums; one at home in her drawer and one at work in her drawer. But seriously, it was a time of exploration, awareness – we learned about pap tests that should be done yearly, and what the different classes meant. We asked our doctors at the clinic to please warm up the speculum and give us a mirror during our pelvic exams. When they



could not provide us with mirrors, we brought our own. We learned about venereal disease and passed it on to others (the info, not the disease). For example, 80% of women who contract gonorrhea do not have symptoms initially. We also found out that the gonorrhea culture taken from one's body is delicate and short-lived, and usually died in transit on its way to Vancouver for testing. That explained why Nelson had no gonorrhea in those days! It didn't take a medical mind to figure out that there was a problem here. I guess the medical profession just hadn't figured it out yet. The Women's Centre was instrumental in getting the Selkirk Health Unit to set up a special culture clinic in Nelson in 1977 for diagnosing gonorrhea on the spot. We managed to get a Well Woman's Clinic and a VD Clinic set up at the Health Unit one afternoon a week. I remember the health unit staff did not want to put the sign up for the VD clinic on the front door. I guess they were concerned about public image. So they put the sign on the back door, where no one could see it.

We had our impact on the Medical Associates Clinic in Nelson. Ten years ago, every doctor in Nelson (with the exception of one elderly gentleman) belonged to the clinic. We took issue with the fact that registering at the clinic was difficult. You had to declare a head of the household person – preferably male. You were either Miss or Mrs., and if you said “MS”, they pretended they didn't hear you.

Then there was the Nelson Hospital. Maternity practices at KLDH have changed a lot since 1972. At that time, it was unusual for anyone who wasn't medically involved to be present at the birth of a woman's baby, unless of course the baby was born in the car on the way to the hospital. The Centre's childbirth education classes and support for midwifery changed these policies they are over the years. I read in the paper a few weeks ago that they are now considering letting in two non-medical people in with the woman [during a birth].

I think our longest project on record was getting the Women's Centre sign hung outside on the granite wall of the Jam Factory. That's

why it was such a tragedy when it was stolen. Three years work down the drain. The meetings we had over that sign!

I have already mentioned the Centre's promotion of the philosophy of self-help and of natural healing methods. As I recall, everyone had vaginitis – nylon underpants were out, cotton was in. The self-help section in one of our newsletters suggested if all else fails, boil your underwear. I do not recall anyone ever getting into that, though.

The Centre offered natural birth control classes based on the mucous method of detecting when you're ovulating. We used to compare our mucous – you know how Eskimos have a dozen names for snow, well, we had a dozen names for mucous. There was tacky, stretchy, flaky, sticky, and we all knew what a woman meant when she felt slippery that day. We were interested in other issues besides our bodies – it wasn't our only obsession! We took on discrimination in any form. The Nelson Golf and Country Club did not escape our wrath. A letter sent to the Nelson Daily News by the Women's Centre was captioned, "Machos Hog the Links". Women were not allowed on the Nelson Golf Course until 10am on Saturday because, and I quote, "women are free to golf during the week."

Yes, as the early Nelson feminists, we were called upon to debate, argue, prove that women can do things that men can do – like lifting a box of liquor at the Nelson liquor store, and peeing in the woods without a separate washroom facility. How about the ad that appeared in the Nelson Daily News on July 6<sup>th</sup>, 1973, which read, "Local Bank requires young men interested in banking as a career. High school education essential." I remember going to see the manager and I remember him saying they wanted male trainees because they were easier to transfer, because they would have to carry mail and vouchers about. I told him to give me his heaviest letter and I bet I could carry it to wherever it needed to go. We took on a lot of these heavy challenges – like offering to lift a letter, offering to share washrooms with male employees, offering to run a business in a rationale and clear-headed way while menstruating at the

same time. Yes, we were constantly breaking down those age-old stereotypes.

The subject of money for the Centre was always a concern; \$7600 does not stretch very far, and we weren't financial experts. In fact, in our April newsletter in 1974, there was a notice to all members that read, "The Women's Centre in Nelson has just run out of money. Due to an error in bookkeeping, this happened about two months ago." The plea for donations that followed must have worked, or we would not be here today to enjoy each other's company in this way.

We survived many crises; running out of money before we realized it, getting locked out of the Centre, getting foul publicity, posting signs on the Centre door saying "No Men Allowed" only to have them disappear the next day. Dealing with the nice population in the present location and the smells and sounds from the Jam Factory. But we continued to survive, and grow, and celebrate our experiences and struggles as women on this planet earth. I would like to end with a quote by Jane Howard from her book, *A Different Woman*, and it seems appropriate to my experiences and perhaps to others here.

"This is a watershed time in my own life. Motherless, I have nobody to paste my clippings into scrapbooks, so I shall achieve, or try to achieve what I want to and because I want to. Maybe some of my achievements won't even involve the printed word. Jobless, I have no office to go to, no boss to tell me where to be next Thursday, and so I shall move at my own pace away from the conventions that structured my past. Perhaps in doing so I shall seem at the same time appallingly brassy to those I leave behind, and hopelessly timid to those on the farthest shore. Tough.

Thank you.