

KIN CANADA



Successful District Manual

2017 - 2018

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National Headquarters
1920 Rogers Dr.
P.O. Box 3460
Cambridge, ON N3H 5C6
Phone: 1-800-742-5546
(PICK-KIN),
Fax 519-650-1091
E-mail: kinhq@kincanada.ca
Attention: Executive Director

Clubs and individuals who have recommendations / corrections to this manual are encouraged to send them to education@kincanada.ca

PRINTING INDIVIDUAL SECTIONS

The Successful series have compiled all the information Kin members need into 4 manuals. By viewing the index of each manual, you should be able to find anything you need. In our continued efforts to be green, rather than print the entire manual, you can print just the sections you need. You can highlight the information and copy to a separate file or highlight and print just the highlighted section.

NETC Vision Statement: To provide excellent training and education opportunities

NETC Mission Statement: To provide dynamic, ongoing training and education that enables and inspires members and Kin Canada to achieve their highest potential.

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Approved Changes during 2016-2017

#	Date	Change

1 PUTTING TOGETHER A GOVERNOR TEAM

The role of the Governor is to be the District leader and the face of the Association and District. The Governor is the face of the District and their time is spent being the leader. Much of their time is spent dealing with club members, attending club anniversaries, presenting life memberships, and most important, giving motivational speeches. As a volunteer, a Governor does not have the time to do this job as well as look after all the smaller details.

Therefore, the best Governors are those who have picked an experienced team who know how to do their job, who can be trusted to do their job well, and to whom the Governor can delegate the majority of the detail work.

Before a person decides to let their name stand for Vice Governor, it is important they build a strong team around them. This will help get you elected and it will ensure you have a successful year as Governor.

For a team to be strong, it is important to select people who have the time and the qualifications to do the job, and who work well in a team atmosphere. Many hands working together will be successful, but if you have one or two members pulling in a different direction, you will be slowed down.

1.1 SKILL SETS

Prior to accepting a position on the District Executive, a person should be familiar with the job description contained in this document.

Ideally the appointed team members should already possess the skills needed to do their job. Each person should have a minimum 2 year's club executive experience. They should have at least one year executive experience doing the same job you expect them to do on District. For example, your treasurer should have been a club treasurer. Your Service Director should have been a Club Service Director etc. Equivalent experience can be a substitute for club executive experience. For example, a CGA could be your Treasurer even if they have not been a club treasurer but they still should have some Kin experience so they understand club finances.

Depending on the position, it is possible some members could use the year on the vice team to learn the job, but you must remember that once the team takes office they become the District experts in their specific area. Club membership directors will look to the District Membership Director for guidance and assistance. A Club Treasurer may call upon the District Treasurer for accounting advice.

Each appointed member should have experience with setting goals, developing plans to achieve those goals and have worked towards achieving the goals in a team atmosphere. This is especially true of your appointed Service and Membership directors.

Many Kin members have limited financial knowledge or experience. Yet the District Board, as a group, have a fiduciary responsibility to safeguard the members' dues, and to ensure money is spent in an appropriate manner as determined by the membership. The District must have financial controls in place and ideally have a Financial Risk management plan. This can only be done if every member understands the role they play with District finances. It is therefore important every member be able to read and understand financial reports, and appreciate the need for financial controls. A Vice team should take the opportunity of the year to run regular financial training programs to ensure all incoming team members have some financial training.

1.2 TIME COMMITMENTS

A big mistake made by many potential Governors, when approaching members to join their team, is to downplay the time commitment required to do the job. You must be very clear on the time commitment you expect of them. Failure to do so could mean you will end up picking up the difference, which will take away from the time you need to spend as Governor.

There will be at least three things competing for the time and attention of all members on a District Council, in order of priority:

- Family
- Job
- Kin

The time demands vary with the position. It is important each person review the job description prior to accepting. In addition to the time needed to "do their specific job" commitments include preparing reports, preparing for meetings, and travelling to and attending:

- Incoming team may have numerous planning meetings
- Pre-term meeting (1 – 2 days)
- District Leadership Seminar (2 days)
- Mid-term meeting (1 – 2 days)
- Fall Leadership Conference, (1 – 3 days)
- District Convention (1 – 3 days)

- 5 – 10 District Executive/Council teleconference calls of 1 hour each
- 5 – 10 national calls in the area of their expertise of 1 hour each
- The Service Directors have national Service meetings (2 days)
- Travel to attend events promote their areas of expertise (as required)

Each proposed member should discuss the time commitments and the job description with their family and employer before accepting. There are many employer benefits to what you will learn serving on a District team, but there may be times when you have to leave work a little earlier than normal. Understand what company resources, such as photocopier, printers, postage etc. you can use. Finally, it is important to discuss this with your club. Traditionally the people asked to serve on District are the busiest in their clubs. Serving on District may impact what you can do at the club level. Trying to do both at the same time can stretch you to the limit.

1.3 FINANCIAL COMMITMENT

Each District is different in what expenses are covered and what are not covered. Most people who let their name stand for Vice Governor usually have a minimum 1 years' experience serving on the District council, and therefore have a good idea on what expenses are covered, and who can claim what. Often, members who have participated in the District budget discussions have an excellent knowledge of what expenses are covered and for whom. If you do not know, it is advisable to spend time with the current Governor and the Treasurer and become acquainted with the budget.

Questions that you may seek answers to so you may pass on the information to prospective appointed team members are:

1. What is the per kilometer rate District pays for travel?
2. What travel is covered and what travel is not covered?
3. What expenses are covered with respect to attending District meetings?
4. Are the costs for the Vice Team to District Convention covered?
5. As the Vice Team – is there a budget? What can it be used for?
6. What is the budget for Membership and Service Directors and what can it be used for?
7. Who and what costs to a National Convention are covered?
8. When travelling on official business, what costs for the travelling companion are covered?
9. Which clubs cannot afford to cover the costs of a visiting District officer to their club?
10. Are telephone and long distance calls reimbursed?
11. Is there a budget to cover the cost of customized name badges?
12. Is there a budget to cover the cost of a "district uniform"?

As a potential Vice Governor, it is your job to be thoroughly familiar with the current District budget, and the District attitudes towards various expenses. It is your responsibility to ask the questions or know the answers before you run. Be sure all your team members are also fully aware of what expenses they may be expected to pay out of their own pockets before they agree to the job. Failure to do so may mean they may financially be unable to do the job you expect of them.

2 DISTRICT EXECUTIVE JOB DESCRIPTIONS

2.1 GOVERNOR(S)

Team(s):

Leader of:

- District Executive comprised of appointed / elected individuals
- District Council comprised of the District Executive and the Deputy Governors

Member of:

- National Leadership Hub, comprised of the Governors of the 8 Districts, National Committee chairs, National President and Headquarters staff.

Responsible to:

- Clubs within the District
- Executive Director

Role:

In Districts with dual leadership, for the sake of simplicity, this manual assumes you are operating as one.

As the Chief Executive Officer of the District, The Governor exercises general supervision over the work and activities of the District, and to provide leadership and direction as the District moves along the National and District strategic directions.

Responsibilities:

- Promote and model the Association's stated values
- Be responsible to the District Council and accountable to the Executive Director.
- Be responsible for the implementation of the National and District strategic directions.
- Serve on the National Leadership Hub to ensure the effective and efficient operation of Kin Canada
- Apply problem solving and conflict resolution methods to effectively address issues that may arise
- Promote the District in a positive manner and to encourage membership input
- Conduct the business of District in a spirit of openness and transparency, while maintaining confidentiality as appropriate

- Stay current with Association resources such the website, national staff, national committees and reference material
- To lead and work with the District Executive to:
 - a. Develop a District Leadership Planning Guide and conduct ongoing evaluation
 - b. Participate in the development of the budget and ensure regular oversight of the District finances
 - c. Serve as the liaison between Kin Canada Executive Director and the District
 - d. Ensure district compliance with all National Bylaws, Policies and directives
 - e. Propose updates to the District House rules and Awards Criteria as required.
 - f. Work with the incoming Vice Governor to ensure a smooth transfer of duties at the end of term.
- To lead and work with the Deputy Governors to:
 - a. Help them in the performance of their job
 - b. Responsible for the training of the Zone Deputy Governors and each position of the District Board of Directors.
 - c. Acts as a resource for the Deputy Governors.
- To support the Clubs by:
 - a. Motivating clubs and members
 - b. Ensure club concerns and issues are brought to the attention of the Executive Director
- Communication:
 - a. Ensures strong communication exists between all clubs and the District Council.
 - b. Ensures the District website is kept current.
 - c. Adhere to the Association's social media policy and guideline
 - d. Conducts regular conference calls with the Deputy Governors and the District Board of Directors.
 - e. Be able to use a variety of methods to effectively communicate.
 - f. Participate in meetings to the extent that effective communication and understanding are fostered between the general membership, the National Board of Directors and the Executive Director.
 - g. Keeping membership and council informed about District and national events.
- Annual District Convention, Fall Leadership Conference and at all meetings of the District Board of Directors.
 - a. Preside over the meetings
 - b. Makes a report of the activities of the District to the clubs

- c. Arrangement of the Annual District Convention (AGM) and the Fall Leadership Conference in conjunction with the convention Host/Hostess'
- Is the ex-officio member of any special committees that may be appointed?

Recommended Skills and Experience:

- Served as a Club President, a Deputy Governor and / or a member of a District Executive or equivalent
- Knowledge of Kin Rules of Order
- Knowledge of District and Zone House Rules and National Policies & Procedures.
- Familiar with National, District, and Zone service projects
- Attended a Spring Zone Conference, Fall Leadership Conference and / or a District Convention
- Display strong organization skills, problem solving and conflict mediation skills
- Experience in goal setting, planning and implementation
- A team player, open minded and adaptable
- Strong written and verbal communication skills
- Ability to use Microsoft Word and Excel
- Access to email
- Self-motivation and dedication to all tasks
- Public speaking or making presentations
- Knowledge of Kin history

Time Commitment

- Attend FLC, Zone, District and National conventions
- Attend District Executive meetings as required
- Attend District Council meetings as required
- Attend National Hub meetings
- Attend District training sessions
- Club visitations
- Regular contact with the Club president's
- Writing reports, organizing meetings, planning agendas

2.2 COORDINATOR:

Teams(s):

Member of:

- District Executive
- District Council

Responsible to:

- Governor

Role:

As the Executive assistant(s) to the Governor and provides advice to the Governor on leadership decisions, and as the right hand of the Governor ensures all the details are looked after, leaving the Governor to focus on the big picture.

Responsibilities:

- Coordinates District activities and meetings.
- Responsible for the Governors schedule.
- Coordinates the activities of the District executive and ensure each person is doing their job properly and is meeting all time deadlines.
- Responsible for planning District Leadership Seminar, Fall Leadership Conference, Mid Term, and District Convention: facilitate meeting requirements and banquet arrangements with the host club.
 - a. Prepares seating arrangements for meetings and banquets (incl. District Council / DGs and spouses)
 - b. Provides name cards, arrange convenient podium and audio for head table and invited speakers
 - c. Inspect meeting/ banquet rooms prior to event; ensure all details enable a smooth and efficient occasion.
 - d. Arranges District Executive members for the Head Table "March In".
 - e. Coordinate and assist in creating District Executive meeting packages; (Dress Guidelines / Meeting Time & Location / Agendas / Book Flights / Accommodations / Arrange Roommates / Meals)
 - f. Organize travel and registration arrangements for District Council at meetings and conventions.
- Promote all policies and programs as adopted by the District Board of Directors.
- Facilitate any other assignments as required or requested by the District Governor.
- Provide written reports when required.
- Travel companion for the Governor

Recommended Skills and Experience

- High level of organizational skills
- Detail and task oriented

- Served on club and or zone executive as secretary or equivalent.
- Ability to Microsoft Word and Excel
- Access to email
- Strong written and verbal communication skills
- Ability to speak to small and large groups (stand in for Governor)

2.3 SECRETARY

Team(s):

Member of:

- District Executive
- District council

Responsible to:

- Governor

Role

The secretary is one of the most demanding positions in any organization because the person manages all of the District's records, files, and details.

Responsibilities

- Must attend all District meetings to the best of their ability.
- Work with the Governors to prepare and circulate the agenda to the appropriate people for all District meetings.
- Ensuring minutes are properly and accurately recorded at all District meetings and conference calls, and they are circulated in a timely fashion. Minutes shall be distributed to Club Presidents and District Board Directors no later than (30) days after each meeting.
- Direct correspondence under direction of the District Governor
- Prepare congratulatory letters i.e. New Life Memberships, Club Charters, Sympathies on behalf of District for any fellow Kin obituaries and their immediate family.
- Ensures all records are available for inspection by the District Board of Directors and members.
- Maintain up to date contact lists of all Club Presidents in the District.
- Supply written reports for all District communication vehicles
- Ensure the District budget is available to all members

- Ensure the historical records, including minutes from every meeting since the District was formed are appropriately stored.

Recommended Skills and Experience

- Served on club and or zone executive as secretary or equivalent.
- Detail and task oriented
- Ability to Microsoft Word and Excel
- Access to email
- Strong written and verbal communication skills
- Ability to speak to small and large groups

2.4 TREASURER

Team(s):

Member of

- District Executive
- District Council

Responsible to:

- Governor
- Clubs of the District

Role:

The treasurer is in control of the District's money, its collection, and disbursement.

Responsibilities

Vice Governor Team Year:

- Meet with the current District Treasurer to review the past year.
- In consultation with the incoming Governor develop a budget for the upcoming year. This will include estimate budgets for DLS, FLC and District Convention. Zone budgets may be based adjusted after elections based on more current information. These will be reflected in the proposed budget. Get feedback and adjust accordingly.
- Meet with Deputy Governors and explain how the Zone budgets work, and what they will be allowed to charge.
- Present budget at District Convention along with the Vice Governor
- Set up Bank accounts.

Governor Team Year:

- Must attend all District meetings to the best of their ability.
- Send invoices to the clubs for District dues, and following the due date, send monthly invoices to clubs that have not yet paid.
- Payment of invoices in a timely manner
- Ensuring appropriate documentation is provided for every cheque written
- Ensure deposits are made in a timely fashion.
- Maintain accurate financial records (Accounting records are open to review by any member of District)
- Post monthly financial report of a balance sheet, Profit and Loss statements with previous year column, list of accounts receivable, checks written and deposits made during that month on the District Website.
- If clubs send service donations to District, pay out those donations to the applicable charities in a timely fashion.
- Contact the applicable charities for a report on which clubs have donated direct on a regular basis so the treasurer may make a monthly report on club donations to the various District directed charities to the District council.
- Year End:
 - Turn over the electronic file and back up documentation to the District auditor by July 7th.
 - Turn over the bank cheques and electronic file to the incoming District Treasurer by July 7th.

Recommended skills and experience

- One year as the club treasurer or equivalent.
- Knowledge of accounting practices
- Ability to use the approved district accounting software, or have sufficient computer and accounting skills to learn how to use it
- Ability to Microsoft Excel and Word
- Access to email
- Ability to speak to small and large groups of members

2.5 DISTRICT SERVICE DIRECTOR

Team(s):

Leader of:

- Lead District Service Council comprised of Club Service Directors

Member of:

- District executive
- District council

Supported by:

- Kin staff (Projects Coordinator)
- Cystic Fibrosis Canada staff (Executive Director Community Engagement & Donor Experience)
- National Service Committee*
Comprised of the National Service Director (Chair), Executive Director, Staff Support Coordinator, National Service Director, National Kin/Cystic Fibrosis Canada Liaison; Cystic Fibrosis Canada Executive Director Community Engagement & Donor Experience, and the Service Directors from the 8 Districts.

Responsible to:

- The Governor
- National Service Director
- Kin-CF Liaison Chair

Role:

To help develop and communicate national service plans that will contribute to Kin Canada being the premier service organization in Canada and better enable clubs to increase their service impact on communities. As well, on an ongoing basis, identify and explore new and bold opportunities for Kin Canada to have meaningful impact nation-wide while continuing to foster our relationship and support of Cystic Fibrosis Canada.

Responsibilities:

- Attend all District meetings and National Service Committee conference calls to the best of their ability.
- Submit brief reports in advance to the National Service Committee conference calls

- In consultation with the National Service committee create, present and implement a costed plan to promote National and District Service projects.
 - Set service goals that assist in achieving National objectives
 - Motivate Clubs and Members to achieve or surpass the District service goals
 - Research and develop resources to assist Clubs in the development and delivery of service projects
- Assist with the National Service Committee in developing concepts and plans for National fundraising or service initiatives.
- Act as a service mentor for the District
- Promote fund raising for Cystic Fibrosis and the Cystic Fibrosis walk
- Promote Kin Canada Bursary program
 - Encourage donations to HREF
 - Encourage clubs to invite HREF bursary applicants to meeting.
- Promote Organ and Tissue donation awareness
- Promote blood donations through the Canadian Blood Services
- Promote the National Day of KINDness
- Promote awareness of the National Disaster Fund
- Promote the importance of yearly reporting.
 - A goal should be to increase the number of clubs reporting
- Promote and generate awareness of service work within the organization, via newsletters, web sites and club presentations
- Accurately report club donations to District and national service organizations.
- Make presentations as FLC's, Zones and District Conventions
- If required, to chair the Service Banquet at District Convention

Recommended skills and experience

- A minimum of 2 years' club executive experience with one year as Club Membership Director or equivalent.
- Ability to Microsoft Excel and Word.
- Ability to use PowerPoints to create presentations for use by District Council
- Ability to travel independently
- Access to email and computer for statistics and communication with National, Deputy Governors and Clubs.
- Willingness to speak to small and large groups of members
- Strong verbal and written communication skills
- Experience in goal-setting, planning and implementation

2.6 DISTRICT MEMBERSHIP DIRECTOR (DMD) / CLUB SUPPORT DIRECTOR

Team:

Leader of:

- Lead District Membership Team comprised of the District Deputy Governor's and the Club Membership Directors

Member of:

- District Executive
- District Council

Work with:

- Deputy Governors
- Club Presidents
- National Club Support Coordinator

Responsible to:

- Governor

Supported by:

- National Club Support Coordinator

Role:

To provide support for the District clubs in their membership and recruitment process, helping to set goals, work with the struggling clubs, provide education and resources and support the formation of new clubs and the health of all clubs and members. Assists in creating a strong membership base for the Association and continuing the growth and commitment to Kin Canada.

Responsibilities:

- Create, present and implement a costed plan to promote National & District Membership plans to Council for their approval, complete with membership goals
- Liaise with the national Club Support Committee, assist with the launch, distribution and promotion of club resources
- Adhere to the DMD Communication Plan from National Headquarters
- Present membership retention and recruitment workshops
- Provide assistance to clubs experiencing difficulty and continue the relationships formed with clubs that the previous DMD had initiated

- Obtain contact information from the Deputy Governors for their Zone Membership Coordinators, and Club Membership Directors and provide information and support
- Promote District & National awards to further membership engagement
- Contact Kin Canada for marketing materials to help in attracting members (make sure clubs have this information available)
- Support the formation of new clubs in the zones (including campus clubs) and keep in contact with new clubs under 3 – 5 years
- Attend monthly conference calls with National DMD Network and participate in an individual call with National in September, January and May
- Write reports for District meetings
- Must attend all District meetings to the best of their ability
- Must meet all requirements of the District Executive Council, such as reporting, meetings, correspondence and budgeting

Recommended Skills & Experience

- A minimum of 2 years' club executive experience with one year as the club Membership director or equivalent.
- Ability to use Microsoft Excel and Word or equivalent to keep track membership stats
- Ability to use Power point to make presentations for use by District Executive Council
- Ability to travel independently
- Access to email and computer for statistics and communication with National
- Willingness to speak to small and large groups of members
- Strong verbal and written communication skills
- Experience in goal-setting, planning and implementation

Time Commitment:

- National Calls: 1-1.5 hours a month
- District Calls: TBD – Speak with your District Governor and District Executive Council
- DMD Duties:
 - Depends on the month (some are busier than others)
 - Months preparing for Fall Leadership Conference, Zone Conference or District Convention can be very busy with presentation preparations

- Depends on the District structure and how communication about struggling clubs flows
- Depends on the number of struggling clubs identified in the District

2.7 RISK MANAGER

Team(s)

Member of:

- District executive
- District council

Responsible to

- Governor
- National Risk Manager Coordinator

Role

Minimize risk exposure within the district. The District Risk Manager must possess an understanding of risk management concepts and the importance of risk management within the Association.

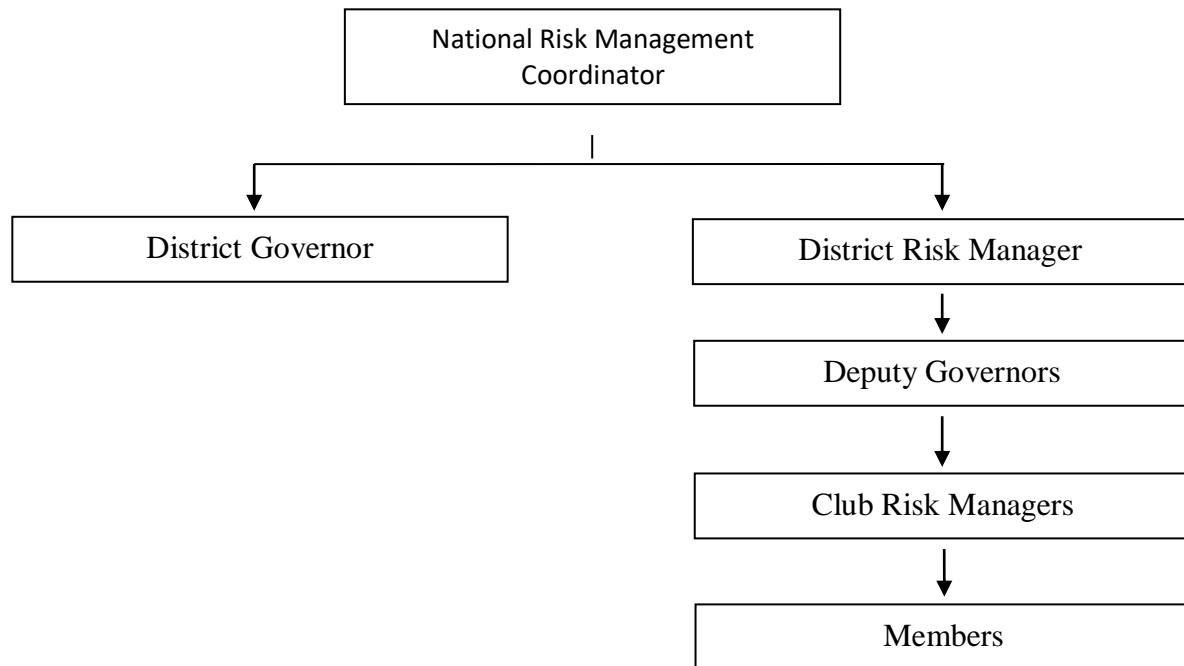
Responsibilities

- attend all District meetings to the best of their ability
- deal with difficult situation in a confidential and professional manner
- anticipate potential problems arising from projects and club ventures
- Good understanding of National, District, Zone and Club reporting requirements and procedures, including provincial/territorial corporate status filing requirements and procedures and CRA requirements and procedures
- Understand the relationship between the District and any Foundation operated at arm's length by the District or by Clubs within the District and the ability to communicate the risk management requirements applicable to the Foundation
- Recognize and draw upon available resources within the District and at the National level especially Risk Management Coordinator and Office Manager
- Participate in training sessions, conference calls, etc. as provided by the Club Support Committee to become familiar with the issues regarding risk management and to establish how risk management information should be collected and disbursed

- Act as an information and education resource to all Clubs and individuals within the District with respect to matters pertaining to risk management
- Act as a conduit for communications and liaison between the National Risk Management Coordinator Melanie Nieson, to ensure that all risk management communication and information is relayed back and forth
- Provide support to Club Risk Managers as needed
- Work with Deputy Governors and/or Club Risk Managers to ensure that all required Club documentation and submissions are filed correctly and on time to each level of the Association (e.g. dues, membership reporting forms, insurance reporting forms, etc.)
- Review reports from National to ensure status of all Clubs in the District remain in good standing and identify any Clubs who may be in danger of becoming “not in good standing”
- Work with Deputy Governors and/or Club Risk Managers to assist Clubs who are in or in jeopardy of becoming “not in good standing”
- Provide education to fellow District Executive/Council members on risk management and insurance issues as they pertain to Club administration and activities

Recommended Skills and Experience

- a minimum of 2 years’ club executive experience with one year as the Club Risk Manager or equivalent
- Ability to use Excel and Word
- Ability to use PowerPoint to create presentations
- Access to email
- Willingness to speak to small and large groups of members
- Strong written and verbal communication skills



2.8 DISTRICT COMMUNICATION DIRECTOR

Team(s)

A member of:

- District Executive
- District Council

Responsible to:

- Governor

Role

To ensure clubs are kept up to date with all District and National information

Responsibilities:

- Attend all District meetings to the best of their ability.
- Maintain accurate and timely communication with the clubs ensuring they are well informed of all District activities
- Take pictures of events or assign the Deputy Governors and Presidents the task of promoting their events.
- Webmaster – maintain District website (i.e. post information as provided / approved by District Council including reports, training / educational information, convention registration information; maintain current links for Kin Canada Website information and club website links).

Recommended Skills and experience:

- A minimum of 2 year's club executive experience with one year as the Club Communication Director or equivalent.
- Ability to use publisher program or equivalent.
- Ability to use Microsoft Word and Excel
- Ability to use programs associated with the District web page
- Strong written and verbal communication skills
- Knowledge of current communication tools such as Facebook, Twitter etc.
- Ability to meet time commitments

2.9 AWARDS DIRECTOR

Team(s)

- District Executive
- District Council

Responsible to:

- Governor

Role:

Encourage participation in zone district and national award programs

Responsibilities

- Attend all District meetings to the best of their ability.
- Promote participation by the clubs in the various Club, Zone, District and national awards programs
- Organize, promote and compile the district awards

Recommended skills and experience

- A minimum of 2 year's club executive experience with one year as the club Awards Director or equivalent.
- Ability to use Microsoft Word and Excel
- Ability to use Microsoft PowerPoint to produce presentations
- Access to email
- Strong written and verbal communication skills
- Willingness to speak to small and large groups of members

2.10 PERSONAL DEVELOPMENT/EDUCATION DIRECTOR

Team(s):

- District Executive
- District Council

Responsible to:

Governor

Role:

To promote personal development among members of clubs

Responsibilities

- Develop strategies to ensure all the clubs in the District are aware of the Awards programs at the different levels of Kin
- Promote the use of Kin Education and Training material that is available on the National Website and Kin-U
- Consult with the Zone Deputy Governors to ensure their clubs know how to obtain information about the National and District Awards Program

Recommended Skills and Experience

- A minimum of 1 year club executive experience
- Knowledge of kin Canada's education and training programs
- Ability to use Microsoft Excel and Word
- Ability to produce presentations using Microsoft PowerPoint
- Willingness to speak to small and large groups of members
- Strong verbal and written communication skills
- Access to email

2.11 VICE GOVERNOR(S)

Team(s)

Leader of:

- Incoming District Executive

Member of:

- District Executive
- District Council
- Incoming Governors team

Responsible to

- District membership

Role:

The Vice governor year is spend shadowing and learning the function of the Governor.

Remember: You are not the Governor. You are learning to be the Governor. Do not overshadow the current Governor, rather help make them better. Help the current Governor(s) set the highest standard for you to follow.

Responsibilities

- Develop goals and plans to achieve them
- Develop a working relationship with the current District team.
- Evaluate your appointed team members to confirm they have the skills and experience to do the job expected of them.
- Consult the membership regarding your proposed goals and plans for relevance and attainability.

2.12 DEPUTY GOVERNOR

The job of Deputy Governor is as complex as that of a Governor, but on a smaller scale. It is recommended the Deputy Governor use the Club, Zone & District Successful manuals as their main reference manuals throughout their year. It is critical they read these manual prior to taking office.

Please refer to the Successful Zone Manual for a complete job description.

3 DISTRICT COUNCIL

3.1 PURPOSE OF THE DISTRICT COUNCIL

- Align activities to the Association's strategic direction
- Promote and model the Association's stated values.
- Meet the administrative needs of the Association,
- Effectively communicate National and District programs to the clubs,
- Enable clubs which cannot attend Conferences to have a voice,
- Guarantee the Association has a representative at important functions.
- Uphold and promote accountability and responsibility,
- Facilitate the Fall Leadership and District Convention meetings

Each District has the authority to determine the positions it requires on its District Council to do the job effectively. What follows is a general description of positions a District may consider. Some positions and/or task may be assigned to different positions depending on the unique circumstances of the District. It must be emphasized that each District retains the authority to design its Council the way that works best for its unique circumstances.

The Association is made up of individual Kinsmen, Kinette and Kin Clubs. Nationally we have a National Board, and a Kin Headquarters staff. To help keep the ties between the clubs and the National organization strong, the Association has been divided into 8 districts. Each District is administered by a District Council, which is comprised of a Governor or pair of Governors, their appointed "staff", a Vice Governor or pair of Vice Governors and the Deputy Governors. Some Districts retain the experience of their Past Governor(s).

Depending on the District house rules, the District Council may have a core Executive comprised of the Governor or a team of Governor(s) and their appointed staff usually comprised of people in positions such as Coordinator, Secretary, Treasurer, Membership Director, Service Director, Risk Manager etc. The District House rules will stipulate the number of support "staff" the Governor(s) may appoint to the District Executive. Depending on the District House rules, the elected District Vice-Governor(s) and the District Past Governor(s) may also serve as members of the District Executive.

Each District is divided into Zones. Depending on the District and/or Zone House Rules, each Zone is led by an elected Deputy Governor or team comprised of elected Deputy Governors.

The District Council is generally comprised of the District Executive and the Zone Deputy Governors. Often the elected representation is greater than the Governor(s) and their appointed team.

3.2 RECOMMENDATIONS

Cloud Storage

Districts should consider using cloud storage using tools such as Drop box. Risk Management regarding security is an important consideration. Basically, it provides a “shared hard drive” which all members of Council can have access to. It reduces the risk of losing files due to member’s having hard drive failures or when executive members change and “inadvertently delete files, etc. It means all District Executive and / or Council members would have the same files on their personal computers. It reduces the need to send files as attachments in e-mails. For example, when a report for a meeting is saved to a person’s District Drop box, that file is automatically synced to the hard drive on every other member on Council when they open their computer. It also reduces the need to “transfer” files at year end. Incoming Executives simply change the password. Please note: technically a person may only have one drop box on their computer. However, if they set up their computer with multiple users, they can have multiple Drop boxes.

Generic Email address’

It is a fact that members change their email addresses often. Some members may change it 2 or 3 times. When one person changes their email address, sometimes hundreds of others need to update their information for that person. For example, if a Governor changes their email address – everyone from the National president down to every member in the District may have to change the information on their computer. A lot of work by a lot of people. Compound this with some people not updating their distribution list and using it to send out emails. Now you have new and old address in circulation, some people getting the email, some not.

In addition, we know Club, Zone and District executives change every year, which means updating and maintaining new email address’ for a large group of leaders annually. This is time consuming and open to errors as entering email address’ can be challenging. The use of distribution lists makes the job somewhat easier, but once again when individuals change an address – many people need to update their address books.

Because of the annual wholesale change of club executives, incoming Zone and District Councils spend considerable time and effort at the beginning of their year trying to obtain the new contact information for the clubs. Often, the latest information is not obtained until well into the Kin year. This causes a serious gap in the Councils ability to communicate with the clubs.

It is impossible and time consuming for National, District, Zone and clubs to try and maintain accurate and current email address for all its Kin members. However, the list that is probably the most accurate and current is the one maintained by the Club Secretary.

Therefore, if Clubs, Zones and Districts used a single generic e-mail address, and then set up protocols on how to deal with incoming emails, this would simplify the process, save time and increase the chances of emails getting to all members in a timely fashion.

Because many people use email programs such as Outlook, they can set these up to accept emails going to multiple addresses. For example, a District Secretary could set up their email program to accept their personal emails as well as the emails going to the District generic email address.

When a new District Secretary takes over, it is a simple matter for the new Secretary to change the password so the outgoing Secretary would no longer be receiving the District emails to their personal email program. And then the new secretary would set up their email program to also accept emails being sent to the District generic email address.

The District would have protocols for how the Secretary would deal with the e-mails. Some emails would go to the Governors, some may receive wider distribution such as to the Executive, to the Council or to all clubs. It is recommended a minimum of two people set up their personal email accounts so they all receive all the District emails. Should the Secretary be out of town, the backup person would deal with the distribution as per the protocol. Since you are not changing e-mail address each year, there will be less work, less errors and greater chance of the emails getting where they are to go.

This would also deal with another serious issue – that being the loss of historical data. Emails traditionally went to individuals such as the Governor, and when that person left office, the emails that had been sent during the year would be lost. This is a poor record keeping practice. A generic District email account means you are able to save the records for multiple years. This is a good business practice.

If each Club, Zone and District had generic email address', and protocols on how to handle incoming e-mails, incoming District Councils and Deputy Governors would have instant communication access to every club (hence through the protocol, virtually every member) on the day they assumed office (July 1st). Having the ability to be confident of the District's ability to communicate with the membership from day one is critical to its success.

Professional Accounting Software

An object of Kin is to promote better business methods. As leaders, Districts should promote the highest fiduciary accountability and responsibility. Few, if any, corporation with more than 1 employee would allow their Treasurer or bookkeeper to use a spreadsheet to track and report on company finances. Kin, in promoting better business methods, should be encouraging all clubs to use a professional software package. As the District leader, they should set the example and also use a professional software package. While no guarantee against malfeasance, it does mean the club (and District) can best meet its reporting requirements, and maintain consistency and historical data. Other rationale is included in the Treasurer's manual.

District and Club Board of Directors are ultimately responsible for exercising fiduciary responsibility. Use of spreadsheet programs to track District finances can increase the financial risk of poor reporting and reduce the ability of consistency of reports year to year, and reduce the risk of maintaining accurate historical data. It is therefore the responsibility of the Board of Directors to select the program the Treasurer will use. At the club level, the Treasurer is elected therefore it is important the software to be used be integrated into the Club House Rules. At the District level, because the Treasurer is appointed, it rests with each Board of Directors to assess the risk and make that determination. However, as it is expected they should walk the talk, it is recommended Districts integrate the requirement to use specific accounting software into their District House rules. This way incoming District Treasurers would know what is expected of them before accepting the job.

Permanent Bank Account:

Districts should consider establishing a permanent "home bank account" rather than changing every year. Select a large bank that has branches in most towns. This way getting the signature cards completed each year is easy. You also save money on producing replacement cheques each year. In addition, Districts can take the advantage of using Printer checks versus a cheque book. This means issuing cheques with the professional accounting software produces professional checks with a stub highlighting what the check covers.

For example, District 6 has not changed the location of its District bank account in 7 years, and the cheques are sequenced numerically for that period.

4 BEGIN WITH THE END IN MIND

4.1 TRANSFER OF POWER

Overview:

Before you know it, your year will be up. A most necessary form of communication in our role as Kin occurs when we are assuming or leaving a position of responsibility. This "transfer of power" can be a smooth one, where activities, problems, and plans are fully communicated, or it can be a stressful one, where information is lacking, questions are unanswered, and confusion impedes the progress of our clubs.

Like a relay team in track, passing the baton from one runner to the next, the baton of Kin leadership moves from one leader to the next. In track, a relay race may have the four fastest runners all on one team, but if one runner from that team drops the baton at the hand-off, the whole team loses. So, it is with Kin leadership. An ineffective transition of authority can have a negative impact on the operation of the whole club.

As a Kin leader, you have assumed a high level of responsibility. As you serve your term in office, you have the opportunity to put in place the system by which you will pass the baton of authority to your successor. You can provide he or she with the knowledge and tools needed to lead, or you can frustrate his or her efforts through a lack of communication. If this is done and maintained year after year, the incoming teams will find the transition smoother, and the District will benefit.

Benefits of an Orderly Transfer

Whenever change occurs in life there is the potential for confusion and problems. When we have children, we must learn new routines and new priorities. When we move to a new city or country we are not as familiar with the customs or even where to shop or eat. When we change jobs or careers we must learn the goals of our new employers and how to get our work accomplished. In all of these cases, the more background information we have and the more preparation we perform, the easier the transition.

In a similar way, when the New Governor (s) takes power, the result can be a short period of orderly transition or a longer time of problems and poor performance. When the latter occurs, many people suffer:

- The new leader has a harder and more time-consuming task
- Confidence in his or her abilities may be questioned
- Other Kin may suffer because we all depend on others to accomplish our goals
- Community projects may suffer through poor planning and communication

Remember that the work you do is not for yourself, it is for the Club, the District, the Association, and ultimately for the community that you serve.

4.2 DESK MANUAL

Every District officer should have a “Desk manual” to assist them in how to do their job. If every District and every Zone operated exactly the same, we could develop a National **Desk Manual** for each position. But Kin does not function that way. Each District and each Zone is unique. Therefore, the onus is on the District and the Zones to produce a **Desk Manual** that is specific to their District position or Zone.

Once developed, it is up to future occupants of those positions to constantly review and update the **Desk manual** to reflect the changes that occur.

4.3 RECORD KEEPING

It is important Districts and Zones accurately maintain their records over an extended period of time. There are some Districts that can quickly and easily respond to requests such as a member asking for a copy of the minutes for the 1988 District Convention, or for the Fall Leadership Conference brochure from 2001. On the other hand, there are Districts that may have trouble providing the minutes from their 2010 District Convention. An incoming District Service or Membership Director should easily be able to obtain the service or membership goals, the plans to achieve those goals, the results of those plans and the recommendations for the future for the past 10 years. Otherwise how will they know what worked, what didn’t work and what recommendations exist?

Districts change their Executive every year therefore it is possible some records can go missing during the transfer. Not every member of the Executive is a detail oriented person. In fact, for some positions, you don’t necessarily want that kind of person. However, District Executives, as a group, are responsible for ensuring they have policies and procedures in place for the safe keeping of District records and ensuring they are passed on to future executives.

Clubs are incorporated, and therefore are required to quickly produce the minutes of their AGM since Incorporation. Districts as an administrative arm of National aren’t so prescriptive, but they should be setting the example for the clubs. Districts need to set up proper document storage systems and protocols. Each District is unique and so each District is required to customize their document storage plans and protocols.

Some Districts may have a physical central storage unit of some fashion, where all historical records and artifacts are kept. Others may use the Executive turnover and each member of the Executive physically transfer box loads of material to the incoming executive.

A lack of consistent record keeping protocols may mean many unimportant records are being kept, taking up valuable space, while important records may not be kept. Without a consistent and organized filing system, it is a challenge to find things.

- Can your secretary quickly produce the minutes and brochures of the last 10 District Conventions.
- Who has possession of the gong for the last club that folded in the District?
- Where is the Home of the Governor banner?
- Who has the most recent copy of the District House Rules?
- Who has the Project Proposals for the last three District membership programs?
- Who has the final year end reports for the last 5 years for District Service?
- Do you have a separate copy of all resolutions that have been dealt with by your District for the past 30 years?

Districts need to establish record keeping protocols. What is kept? What is discarded? Where are records and physical items stored? Do you centralize all historical records or do you expect each person of the new executive to store files and physical items pertaining to their position?

There has been a trend in the past 10 years to have all District officers submit their final reports in the District Brochures. Usually all the resolutions are also in the Brochure. The district minutes often only contain reference to the Brochure, i.e. motion to approve the minutes as printed in the Brochure, or I move resolution C2012-4 as printed in the brochure..... Yet no copy of the brochure is retained in the District files.

If your District files are in poor shape, and all your District Executive members are busy, you might consider using non-executive members to set up record keeping protocols and organize your files, determine what to keep, and what to discard etc.

Some Districts are using their web site to store their records, while others may be using some form of cloud storage. All can be set up using file folders to enable easy access of historical data. Care needs to be exercised as some cloud storage providers are not 100% secure. The more storage required and the greater degree of security can cost. This then becomes a question of risk management.

Some Kin clubs and national committees are using Dropbox to store their records and data. While not providing the highest degree of security, Dropbox does provide relatively large amounts of storage for no cost.

Dropbox can be set up so it sync's all the files it stores with one or more members of District. Depending on the number of files you need to store, you may need to pay an annual fee to get sufficient space. But then you could store 100 years of minutes, brochures, reports pictures etc. Information on setting up and using Cloud Storage such as DropBox is contained in this manual.

4.4 CHARGE AND OATH OF OFFICE

Once the new Vice Governor is elected, the new team needs to be sworn into office. This is normally done at the District Convention, just prior to the Saturday night Governor's ball. The outgoing Governor will usually host a small social gathering inviting the incoming team and the incoming Deputy Governors to issue the charge and oath of office to the incoming team. Members will be offered the opportunity to exchange pins. The incoming team should stand at the front of the room. The Outgoing Governor will deliver the charge and oath of office.

The Charge

The office to which you have been elected is one of dignity and importance. In accepting this office, you undertake a responsibility, which is not assumed lightly nor carelessly discharged.

With the General Operating By-law and the District and Zone House rules as your guide, you must always be ready to exercise the functions of the office with which you have been entrusted. Further, you are charged with governing the organization according to the laws of democracy, under which laws every member who so wishes will be heard; toward that end that every matter considered, the best opinion shall prevail through the expressed will of the majority, and the best course of action followed. Do you accept this charge?

Reply: I do

The Oath of office

As a group please repeat after me:

I do solemnly swear that I will faithfully execute the responsibilities of my office to the best of my ability.

Fellow Kin and guests please recognize with the newly installed District Council.

5 **ROLE OF GOVERNOR VERSUS NATIONAL DIRECTOR**

The majority of Kinsmen and Kinettes are still unclear on the different roles the Governors and the National Directors play. Most of the confusion probably comes because National Directors are members of a specific District, and they are elected at a District Convention by the District membership. Therefore, many members feel the National Director must have been elected to provide some service or representation of the District to the national level. Nothing could be further from the truth. While a National Director's thinking may be influenced by his or experiences at the District level, they serve only the National interests.

The position of **Governor** is the highest office in the District. As the leaders of the District Boards of Directors they represent the District membership to National. They are also responsible for operations within their district. It should be noted that the District House Rules provide for how the Board of Directors make their decisions. The District Executive Committee is usually empowered to act on behalf of the members of the district between meetings of the full District Board or the District Councils.

The Governor(s) can be considered as the chief operating officer(s) of the district. All administrative issues associated with clubs fall under the purview of the Governor(s) and often are carried out through the Deputy Governor(s), who has more direct contact with the clubs in the zone. All district programs and policies are administered by the District Boards.

The **National Directors** are members of the National Board of Directors. The board is responsible for a national long term strategic plan. It serves in the best interests of the Association as a whole. As a group, it plans policies and services for the benefit of the membership and Association as a whole.

Although National Directors are elected in a District, by the members of the District, they do not represent the District on the National level. That is the job of the Governor. Once elected, National Directors are concerned with the Association and issues that affect it as a whole. Their main goal is to develop strategic planning, policies and procedures. District administrative issues are dealt with by the Governor(s).

During their term, National Directors will attend their club, zone and district meetings so they will have a good understanding of the issues specific to the District that elected them. It is possible when they speak at a National Board meeting, their voice may be influenced by District issues, but they will not, nor can they speak for the District. That remains the job of the Governor(s).

A National Director does not have authority to intercede at the club, zone or district level in operations, and resolution of problems or disputes. If an appeal of a ruling made at the

district level is made to the national level, the final ruling is made by the National Board of Directors as a whole.

The National board speaks as one. While serving on the Board, National Directors may have personal opinions, and the opportunity to express those is given at the Board meetings. However, outside the board meetings they represent the board, and when they speak, they speak representing the board and therefore they express the opinions of the Board.

To ensure the Board makes the best decisions, input from the members is essential. Since it is impossible for every board member to speak to every member in the Association, it is efficient and effective for the Governors and the National Directors to meet and talk.

The option of electing National Directors in each District is a cost saving measure. This way the National Board can avoid the high transportation costs of sending a board representative to various District meetings. Since each Board member speaks as one, on behalf of the board, any Board member could go to any District to pass on the National message and answers questions regarding the Boards strategic planning, policies and procedures. It is less expensive to be able to send someone "local".

In conclusion, the District Governor is the highest office in a District. The person in that office represents the members and District issues to the national level. Often many clubs will proxy their votes to the sitting Governor(s) s empowering them to "represent their District" and appropriately influence votes on National motions.

The National Director is a member of the Association's National Board which is responsible for strategic planning, policies and procedures. As a Board member, the National Director is empowered to deliver the National Boards message to the District membership. It is critical that members understand the National Director does not represent the District membership on the National Board.

6 DISTRICT MEETINGS

6.1 VOTING AT A FALL LEADERSHIP CONFERENCE OR DISTRICT CONVENTION

The delegate registration and voting at Fall Leadership or District Conference shall follow the same procedures as a National Convention. Further information on this can be found in the Successful Club Manual.

6.2 PURPOSE OF THE DISTRICT MEETINGS

Meeting	Invitees	Purpose
Executive Turnover <ul style="list-style-type: none"> Late June to July 	Incoming and outgoing Executive	<ul style="list-style-type: none"> The opportunity for each member of the incoming and outgoing Executive to meet and transfer material and knowledge regarding their position on a one-to-one basis Discuss areas of success and concern as they pertain to their specific position Everyone meet as a group to discuss <ul style="list-style-type: none"> District areas of success and concern. What went right and what went wrong the previous year and suggestions to avoid making the same mistakes Things that were “forgotten” Recommendations for a successful upcoming year Ideal opportunity to discuss the goals for the upcoming year to seek input on how best to attain those goals, and determine if they are realistic.
Pre-term <ul style="list-style-type: none"> Held late June to late summer 	District Executive Deputy Governors	<ul style="list-style-type: none"> Review individual roles and responsibilities of the appointed team Review programs and goals and the plans to achieve them Review expectations Review the calendar of events for year Get to know each other Begin to build a strong team Review roles and responsibilities of being a Deputy Governor Workshop on how to be an effective Deputy Governor. Workshop on how to read financial reports Workshop on rules of order Workshop on public speaking
Fall Leadership <ul style="list-style-type: none"> Late September to early November 	<ul style="list-style-type: none"> District Council All members of District, in particular the club leaders 	<ul style="list-style-type: none"> Conduct any outstanding District business Accept the audited District financial statements Offer leadership training and seminars Fellowship Council may hold meetings before and after the FLC

Meeting	Invitees	Purpose
Mid Term • January - February	District Council	<ul style="list-style-type: none"> • Review of progress against goals <ul style="list-style-type: none"> ○ Membership ○ Service ○ Finances ○ Club efficiency ○ Visitation reports ○ Identify clubs that may be in trouble and discuss what can be done ○ Conflicts of concern • Make adjustments where necessary • Resolutions from national • Resolutions from clubs for District • Proposed resolutions from Council
District Convention • May / June	<ul style="list-style-type: none"> • District Council • All members of District, in particular the club leaders 	<ul style="list-style-type: none"> • Considered the Annual General meeting (AGM) of the District • Conduct District business • Accept the budget for the upcoming year • Elections: Depending on the District and the year, elect a Vice Governor, Governor and National Director • Progress Reports • Offer leadership training and seminars • Fellowship • Council may hold meetings before and after the District Convention
District Leadership Seminar (DLS) - April / May / June	<ul style="list-style-type: none"> • Incoming District Council 	<ul style="list-style-type: none"> • Learn where to find all the tools to do your job and how to use them • Build upon the team building
National Convention • Mid to late August	Incoming and Outgoing Governors may be required to attend to represent their District	<ul style="list-style-type: none"> • A meeting of the Governors is often held prior to the Convention • Represent your District views at all the meetings • Learn about National programs

6.3 OFFICIAL CALL TO INVITEES

Like Club general and executive meetings, all District meetings follow a similar process. It is important to issue an official call to invitees to attend the meeting. That call should cover the following:

- a. Call to include who, what, when and where. Maps are excellent suggestions
- b. Dress code / themes
- c. Emergency number to call if invitee is running late
- d. Requirements of invitees
- e. Cost if applicable. Who pays what.
- f. Accommodation information
- g. Agenda
- h. Accredited Delegate Forms if necessary
- i. Offer to interested clubs to host future conventions
- j. Times registration desk is open
- k. Times Credential desk is open
- l. Time the meetings begins

RECOMMENDATION #1: Fall Leadership Conferences (FLC) and District Conventions usually prepare a Brochure to serve as an information package to guide the invitees through the meetings so they know what where and when things are happening. They also contain reports from District Council members and information regarding resolutions etc. all designed to save time during the meeting. Ideally this brochure should be made electronic and sent out via e-mail to all registered delegates 2 – 3 days in advance of the meeting. This saves considerable printing costs, and helps delegates come prepared.

Below is a list of items that may be included into a conference brochure:

- Bids for further conventions
- Bids for further FLC's
- Nomination forms for Deputy Governors, Vice Governors, Governors and National Director on the National Board of Directors

- Reports from officers and Deputy Governors, Convention Chairs, FLC chairs, Foundation (if applicable)
- Rules of Order for your conference
- Index or table of contents
- National resolutions, district resolutions
- Budget from Vice Governor
- Financial statement from Past Governor
- Agenda
- National Initiatives, district programs
- Leadership Development Material

6.4 PROPOSED PRE-TERM MEETING AGENDA

- Call to Order
- Canada
- Kin Song
- Moment of Silence for Departed Kin
- Governor Elect Welcome
- Address to the Chair
- Reports:
 - District Executive
 - Governor Elect
 - Past Governors'
 - Treasurer
 - Secretary
 - Coordinator
 - Communications
 - Membership
 - Service

- Deputy Governors (by zone)
- District Policies/By-laws
- District Budget: Review budget, expenses, reimbursement
- Membership Presentation: Goals and plans for upcoming year, seminar
- Service Presentation: Goals and plans for upcoming year, guest speaker (CF, District service project)
- Kin Education: Expand on topics covered at DLS (e.g.: Public Speaking, conflict management)
- National Requirements: Insurance, dues, incorporation, Club status forms, membership forms
- National Programs: Cystic Fibrosis, Hal Rogers Endowment Fund, Kin Canada Foundation
- Awards: National, District, Zone
- Zone Issues
- Zone Progress Scorecard
- District Convention Review

6.5 PROPOSED FALL LEADERSHIP CONFERENCE AGENDA

The emphasis of Fall Leadership Conference (FLC) is to educate and motivate members and it is important to include workshops/seminars with this in mind.

- Call to Order
- O'Canada
- Kin Song
- Objects of the Association
- Moment Silence
- Welcome
- Spring Convention Presentation
- **Workshop #1**
- **Workshop #2**
- **Workshop #3**
- **Workshop #4**
- **General Business Session or Workshop # 5**
- Final Call for Nominations for Fall Leadership Conference 20__
- Presentations of 20__ Fall Leadership Conference bids
- Roll Call (if necessary)
- Final Credentials report
- Election of Host club for 201_ FLC
- Previous Year District Financial Review
- Presentations from Kin National Headquarters
- Presentations from Kin Canada National Board of Directors
- Old Business
- New Business
- Adjourn (no later than 4:00 p.m.)
- **Dinner/Awards Presentation**

6.6 PROPOSED DISTRICT CONVENTION AGENDA

NOTE: There may be a delegation of candidates for national office who travel to your convention. You should try and adjust your agenda to accommodate these people wherever possible.

- Call to Order
- O'Canada
- Kin song
- Objects of the Association
- Moment of Silence
- Welcome
- Appointments: Rules of order
 - Secretary
 - Sergeant-at-Arms
 - Credentials
- Introductions: Head Table
 - Special guests
 - Past officers
- Chair's remarks
- Minutes of past convention
- Resolutions
- Deputy Governors' and District officers' reports
- National representative's remarks
- Old Business
- New Business
- Nominations report
- Presentation of bids for next District Convention
- Election of host for next District Convention
- Presentations from Kin National Headquarters

- Presentations from Kin Canada National Board of Directors
- Presentations of candidates for Vice Governors, Governors
- National Director's Report
- Hal Rogers Endowment Fund Board of Trustees report
- Kin Education seminar
- Election of district officers
- Remarks of Governors-elect
- Sergeant-at-Arms report
- Host club's final remarks
- Governors' final remarks
- Adjournment
 - Outgoing district council meeting
 - Incoming district council meeting

7 MEMBERSHIP RECRUITMENT

Over the years our Association has had an impressive array of members, including Prime Minister John Diefenbaker, Governor General Ray Hnatyshyn and many more. Members of your club can probably name several people who have used what they have learned in Kin to become community leaders. The dream of Founder Hal Rogers started with an idea that spread to a current membership in the thousands. Since 1920, literally hundreds of thousands of Canadians have been touched by the spirit of Kin when asked to join our great Association.

This year will be no exception to the rule. Each and every member of your Club, Zone and District can take responsibility for membership by simply asking someone out to their next club meeting. Keeping our organization healthy and growing comes down to two things: having pride in Kin, and asking others to join. There's no question our Association faces certain challenges as we head towards the future. Each and every North American service club is facing a decrease in membership. This might be the rule, but Kinsmen and Kinettes can easily be the exception. Increasing membership is a three-part process.

We must keep the valuable members that we have, find new ones, and create new clubs. It will be your responsibility to work with your Zone Membership Director or District Membership Director to ensure that clubs needing help in any of these areas are given the proper tools to get back on the right track.

A good facilitator and resource person in your district can present either of these seminars for your club. You might find it will help stimulate membership discussion and enthusiasm. If chartering is of interest to your club, contact National Headquarters at 1-800-742-5546, ext. 201 for the most up-to-date charter information for your community. Work with your Club Membership Directors to ensure that membership is more than a "per cent of members at the meeting." Help the CMDs put together a strong team to interest the rest of their clubs in the important activity of keeping and finding members.

Below you will find some basic tools and approaches you can use to help clubs stimulate membership growth. It includes planning for attrition through a membership budget, basic techniques for recruiting new members, and helpful hints in creating an environment that facilitates membership retention. This section also deals with the development of a membership budget and basic recruiting fundamentals.

7.1 MEMBERSHIP BUDGET

Members come and members go; this is an accepted part of volunteering. How can you get the clubs in your zone to project their losses over the year and consequently realize how many members they must recruit in order to grow? One way is to follow a simple mathematical equation known as a membership budget. To reach a goal, you need a plan and in the area of membership, you need a plan that can be followed closely and be easily understood.

The membership workshops will assist the clubs to develop a plan; the membership budget will ensure they are working with the correct numbers. Whether it is for service or general accounts, every club has two or more budgets. Why then, not apply the same technique to membership planning, as used in financial planning? By having a written membership plan, clubs will be better able to monitor their progress throughout the Kin year. In the past, many clubs have set a goal of growing by one or two members but have often forgotten to take into account the loss of members. The membership budget, however, takes this loss of members into account.

For a club to increase its membership, it should first set an expansion goal for the year, such as five over the last year end census figure. As mentioned previously, the club must also take into account that they are going to lose members during the year because of withdrawals and transfers. This is referred to as “attrition” and we know from experience that the average rate of attrition for a club is about 25%. As an example, let’s say a club has 20 members as of June 30, and the Club Executive sets an expansion goal for the new year of five per cent (or one member). The goal then is to have 21 members by the next year end census. Let’s also say that they are going to have a 25% attrition rate (or in this case, a loss of five members). Thus, in addition to the one member by which they want to grow, they must also get five new members to replace the 25% who may leave during the year. This means they will need six new members to meet their goal of 21 members by census year end.

By encouraging your clubs to use a membership budget, you will help ensure that they are thinking about club membership growth all year long rather than only at the last minute in February. The following is the outline that was promised earlier in this section. Use it and modify or expand it as you see fit. This is not the only way that membership recruitment can be discussed, but it is one of the ways that works.

The following is an example of how a membership budget would work:

current membership.....	40
planned growth (10% over census)	4
anticipated loss (25%)	10
new members required to reach census year end goal of 44 members	14

7.2 RECRUITMENT TECHNIQUES

How do you ask someone to join our organization? Do you know? Do your members know? Below is a simple method of one-on-one recruiting. This system is easy to use and can be molded to fit the personality of the recruiter. Use these five steps to recruiting as the script for a seminar at your next zone meeting or in a club visitation. Allow approximately 45 minutes for this form.

Open up by asking the question, “How do you recruit someone?” Explain how this is a proven system of recruiting. Then explain each step and demonstrate how you would handle each one. After the members understand each step, call forward two people; one will be the recruiter and the other will be the prospect. Have them role-play the complete scenario. Then critique their effectiveness and repeat the process with another pair of members.

This exercise can be fun, and the members will be more confident now that they know how to ask someone to join Kinsmen or Kinettes.

A. Introduction – Tell the prospect who you are, who you are with, and something about what you are doing. Example: Hi! My name is Jane Anybody. I am with the Kinette Club of Ourtown. I would like to take just a minute of your time to tell you about Kinettes.

B. Personal information – Ask the prospect several questions about his/her work, family, hobbies, etc. You will use the information from this section later in your presentation. Example: Do you live here in Ourtown? Where do you work? Do you have a family? What do you like to do in your spare time?

C. Kin information – Find out what he/she knows about Kinsmen/Kinettes. Then, using what you learned about him/her in Step 2, tell him/her about Kin. Try to make this section brief. Tell him/her what you can in less than two minutes. Example: Have you heard about Kin? Well, we are an all-Canadian service club. Our goal is to provide fellowship and serve our community’s greatest need through community involvement projects. For example, Betty, you mentioned you have two boys. Do they play hockey? Well, our Kinsmen club sponsors the peewee hockey program here in town. I’m sure you can see the benefit to the community from this project, but another benefit from this program is the experience and growth our members receive from being involved in the various aspects of this project.

D. Prospect agreeing – In this section, you are preparing the prospect for the close. You want to establish a positive, or yes attitude. You can do this by asking several questions with obvious positive answers. Example: Dale, I am sure you will agree that there are some things that could be done to make our town a better place to raise a family. He would most likely agree that young people are one of the greatest resources our town has.

E. Close – By now your prospect should be sold on Kin. All that is left is signing him/her up, and you can't do that without asking him/her out to a meeting. Example: This is what Kinsmen are doing. We are taking the greatest resource our town has and putting it to work, making this a better place to work and raise a family. All it takes for you to get involved is to come out to a meeting. Or: Dale, I need your address and phone number. Would you fill this out? (Hand him an application form). Now, can I expect to see you at our next meeting? At this point, your prospect may have an objection to joining. You should be prepared to counter his/her objection. Some you will hear include, "I don't have the time," "I'm busy next week," and "I can't come to your next meeting." Should he/she give you excuses for not joining, counter them with something like this: "When will you be free?" "There's no rush, I'll call you in a couple of weeks," etc. As an additional step, offer to pick him/her up to take to your next meeting. This system will work for you and your members, but only if you will share it with them. When was the last time your club had more Kinsmen/Kinettes at a project than you needed?

Environment for Retention

Members join Kin for a variety of reasons and, presumably, will remain as members as long as the club is fulfilling a need or useful purpose in their lives. Some of the basic reasons frequently given for joining are:

- fellowship;
- community service;
- personal development;
- networking;
- social life;
- new friends;
- awareness of community needs.

The retention seminar will expand this list and customize it to a particular club and its members. The next step is to examine the list and assess whether the club is meeting these needs. Could changes be made to better satisfy the members' needs? What are those changes? The retention seminar is a tool for continuous improvement, designed to encourage the stakeholders (members) to evaluate the club and seek ways to make it better based on the members' input and needs.

For the Future

The Kin family will continue to exist and thrive only if attention is paid to the challenge of reversing the membership decline. Please utilize the two workshops to assist the clubs in your Zone to not only talk about growing but to set a plan of action to achieve growth.

Your work is not ended with the completion of the workshop. By following up with the club at a second visit, or even by phone, fax or letter, you will display the leadership necessary to help each club in your zone spread the gift of Kin to the people of their community. Good luck – the future of Kin is in your hands. It is submitted that the retention of current members is every bit as important as acquiring new members. "A member saved, is a member earned." In fact, a current, active member is more valuable than a new member, who may never attend a meeting, or who may drop out after only a few meetings. An added benefit is that focusing on creating an environment conducive to retaining members, will also aid in attracting new members.

Let's track down the Prodigal Sons and Daughters and celebrate their return every bit as much as we celebrate a New Member!

7.3 MEMBERSHIP DEVELOPMENT

Membership Development is comprised of three components: recruitment of new members, retention of existing members, and the organization of new clubs (extension). To attract more community minded people to accept membership in clubs and reduce losses in club membership, clubs should make full and purposeful use of the existing provisions for internal extension; maintain and enhance the services to their communities; and take action which will effectively involve and hold the interest of individual members. The following are considered major factors in achieving positive growth in membership:

1. preeminently, strong sustained leadership encouragement and support;
2. a well-designed program for new members that includes orientation, induction and, most important, assimilation into or involvement in club activities;
3. suitable competition among and recognition for sponsors of new members;
4. retention of existing members with suitable recognition of growing Clubs and growth within Zones by the President and Deputy Governors each year;
5. reasonable costs of membership; and adequate and attractive publicity for Kin that stresses both Kin's Community Service and the benefits of Kin Canada club membership to Kin members and their families.

As a means of attracting additional qualified persons to accept membership in Kin Canada clubs and of reducing losses in membership, clubs should:

1. make full and purposeful use of the existing provisions for membership growth;

2. keep their services to their communities fully attuned to their needs, and strive constantly to make them more meaningful;
3. take club action which will effectively involve and hold the interest of each individual member.

Further:

1. each club needs to examine its membership growth patterns, consider whether it is satisfied with its achievements, then take steps to achieve sound growth;
2. Deputy Governors and others should work with clubs that need assistance in achieving better growth and address the reasons for lack of membership growth;
3. when a Kin member resigns from a club due to a change in residence or employment, the former club may recommend such person for membership in one or more clubs in the new community. Clubs in the new community should take the initiative to contact such former Kin and assess whether such former member is interested in club membership.

In order for a club to be fully relevant and responsive to its community, it is important and necessary that the club include in its membership all fully qualified prospective members located within its locality. It is inappropriate and inconsistent with the principles of Kin for any club to establish arbitrary limits on the number of members in the club or to fail to increase its membership as a result of apathy or lack of information or understanding as to the pattern of growth in the club or the procedures for proposing and recruiting new members. Clubs should continue to be encouraged to maintain and use up-to-date evaluations as a basis for developing and aggressively undertaking plans to build and strengthen club membership to serve more effectively in all areas of activity.

It is important that each club establish and maintain a membership growth pattern which will result in an appropriate net growth in the number of members. Each club should have a positive attitude toward membership growth, recognizing that an increase in membership should not decrease the quality of membership in the club. Membership growth should always be the result of a club recruiting fully qualified members who can be expected to contribute to the furtherance the Mission of Kin Canada. It is important that individual Kin members recognize that their responsibility includes an obligation on their parts to share Kin with others and to help extend Kin through proposing prospective members to Kin. Each club is further encouraged to discover ways and means of strengthening the club through projects which attract new members and which help current members become better Kin members

Diversified Membership

Clubs are encouraged to develop a membership that is fully reflective of their community and country.

Membership of Younger Persons

Clubs should remember the importance of seeking out younger persons, including siblings of members and past members, who are qualified for membership. Clubs are also encouraged to find ways and means of increasing the appeal of membership to the growing number of young men and women who are occupying positions of responsibility within their communities.

Assessment

One of the most important roles you will take on this year is as a promoter of strong, healthy clubs through membership retention and recruitment. The focus for the next few years will be on the retention aspect of membership. What does this mean to you, the leader in your Zone? It means your focus will be to help clubs to become healthy and stay that way.

What is a healthy club?

If you were to ask members what their definition of a 'Healthy' club was you would probably get a variety of answers. However, there are several things that are universally accepted as a measure of a well-maintained club.

- The club is providing desirable service to their community on an ongoing basis.
- The club holds effective efficient business meetings, but is able to balance this with quality social time.
- The club is able to not only maintain their numbers but also shows an increase in membership through the course of the Kin year.
- All club members are actively involved and engaged in the business of the club.
- The club members are educated and able to make informed decisions regarding all aspect of club and Association business
- The club is able to maintain strong, focused leadership and is able to train leaders to fill all executive positions in a timely manner.

7.4 INCREASING YOUR MEMBERSHIP

Membership in Kin, as well as every other major service club in North America, over the last 10-15 years has been a source of great frustration. Everyone is trying to discover the “secret” to increasing membership, but, so far, no one has found the “magic” answer.

That’s because membership growth isn’t a “secret,” and there is no “magic” solution. What’s required to grow is to follow a few of simple, common sense principles. But they must be a priority, and everyone in the club must do his or her part.

We cannot change the past, but we do have the ability to determine our future. During your term as Vice Governor and then Governor, you and your team can help to build your district membership. However, you and your team must dedicate yourselves to membership growth, and you must get started now!

As the leader of your district, there are several things you can do to “Make Your Membership Plan Work” and they are as follows:

Be Positive & Upbeat!

Members are tired of hearing “You have to do this.” or “You must do that.” Although, membership growth is and should always be a priority, have some fun with it, and thereby make it fun for everyone in your district.

Lead by Example!

If you want members of your district to bring in new members, you and your entire team should take the lead. For instance, have your team issue a challenge to the Deputy Governor teams to see who can recruit more members. The important thing is for you to lead by example.

Charters Require a Champion!

Charters do not magically appear or happen on their own. There is a lot of work involved, usually by one person with some assistance by an entire club. Most members and clubs would like to charter a club if asked. So, ask! You know the key people (the doers!) in your district. And you know the demographics of the communities in your district. Start asking today! Approach the doers personally and ask for their help to charter a club. If you initially ask a group to take on a charter, often nothing happens. But when you focus on one person, who is a champion, a personal approach often yields exciting results. One of the highlights of a Governor’s year is attending charters. Let’s hope you have many!

Check Your District Stats!

There is nothing more frustrating than starting out your year already “in the hole” with a membership decline because a club or a number of members weren’t deleted the previous year. When you meet with your Deputy Governors, have them ready to discuss each club

and its membership. Ask Kin Headquarters for a club list showing the members' names, and ask your Deputy Governors to review it carefully, looking for duplications or members who don't exist. Sometimes you'll discover that a member's name is still on a club roster even though he or she dropped out five years ago. It happens! Make sure these corrections are made to the club rosters prior to June 30th, so you can start your year with an accurate membership count. As well, have your Deputy Governors check to make sure that all new members appear on the club rosters.

At the end of your year as Deputy Governor, please ensure that this kind of membership housekeeping has been attended to so the incoming Deputy Governor doesn't inherit any problems.

Stay in Touch!

Work closely with your District Membership Director (DMD). Your DMD is one of the keys to your success, and he or she can make the difference in your district. Your DMD can work with you to design a District Membership Program as well as be a valuable liaison to help you benefit from National Membership resources.

Encourage & Motivate!

Take advantage of every opportunity to "pump up" your Deputy Governors, Club Presidents, and the general membership in your district. Share membership success stories as often as possible. A little encouragement goes a long way!

Education Retains Members!

Kin Education and enrolment in our Association's Awards program helps membership retention. Ensure during meetings that your Deputy Governors and Club Presidents are encouraged to educate their members. An important key with new members is to help them get enrolled in the Maple Leaf Award of Distinction Program, as well as the Diane Rogers Kin Pride Award Program. A welcoming letter to the new Kin (with a copy to his or her sponsor) from the Deputy Governor is a great idea and an ideal opportunity to explain the importance of the Maple Leaf Award of Distinction Program. The more involved a member is the more likely he or she is to feel that Kin is a worthwhile use of his or her time.

8 CHARTERS

New club building, or chartering, is essential to the future survival and growth of the Kin Association. Since the boom period of the 1960's and 1970's, charters for Kinsmen and Kinette clubs have slowed to a trickle. Currently, we're chartering one to two clubs per year. It's time to turn this trend around.

Charters Don't Just Happen

Our Association did not grow to its present number of clubs just by members sitting back and watching it happen. In the early days, clubs were chartered because a member moved to a new area that did not have a club, but now a little more motivation is required to encourage our members to go out and charter a new club. The demands on Canadians today (both parents working, chauffeuring the kids, shift work, one-parent families, etc.) make chartering a new volunteer group in the community a real challenge. More than ever, Canadian communities need service clubs like Kinsmen and Kinettes to help out where governments no longer can. Your role as Deputy Governor is to inspire "charter champions" in the clubs in your Zone. Find a member in each club willing to champion the cause of giving the gift of Kin to a neighboring community. The ultimate responsibility for new club building lies with each and every member and each and every club, but you and your Zone Membership Director can take the lead in reminding them how important new club building is to our organization.

The Big Winners

The creation of a new Kinsmen, Kinette, or Kin club affects many people in a positive way. The new Kin community will have a committed group of individuals helping to make their town a better place to live. The hours of service work and the fundraising drives will assist local projects and initiatives. While serving the community, the new club will also be developing leaders, as their volunteers have the opportunity for personal growth and development. Generations of leaders bettering their community by promoting Service, Fellowship, family values and national pride is the legacy of our Association.

The new Kin community is not the only winner when a new club is formed. The sponsoring club can take a great deal of pride in its efforts in bringing Kin to a new community. New friendships are made through Interclubs and at Conventions that can last a lifetime. Chartering a new club is perhaps the greatest service project that a sponsoring club could ever undertake, as the benefits of this project will be felt for many years. The Deputy Governors will also benefit by having a new club chartered in their Zone.

While not always the motivating factor, points are awarded on the Outstanding Zone Award

for the creation of a new club. The points are there; why not see if they can be collected? The general member right across the country also benefits. More members mean more potential friends and the strengthening of a proud National Organization. From a personal standpoint, membership growth can mean a reduction in membership fees. This is only a partial list of the winners associated with the creation of a new Kinsmen, Kinette, or Kin club and can form the basis of your motivational speech to the clubs in your zone as you search for your charter champions.

Help

You should be familiar with the resources that are available to the clubs in your zone to assist them in building a new club. Initially, what must be considered is which town or area is the best possibility for a charter. Encourage an interested club to contact National Headquarters for a Charter Investigation Kit. The package is free

When the club has determined that the targeted area is indeed ready for a new club, it should send to National Headquarters for Part 2 of the assistance materials, the Charter Promotion Kit. This package contains public relations tools that will assist the sponsoring club in actually finding the people to comprise the new club. Items such as radio and television public service announcements, recruitment flyers and recruitment posters will make the job of recruiting volunteers just a little bit easier.

Once the club has found the right number of people ready to commit to Kin, the final part of the process needs to be taken care of. The sponsoring club should now request their Charter Completion Kit, the final package of information containing the necessary paperwork and forms for the club to become a full member of the Kin family. Included in this kit are items like the Application to Charter form and Incorporation papers. As the leader in the Zone, you should be fully conversant with the available resources that can enhance the chance of success for the sponsoring club.

Making the Commitment to Charter

During the year in which you hold the office of Deputy Governor, many demands will be placed on you for your time and attention. It is easy for new club building to slide to the bottom of the priority list, because it is one of the most challenging of all Kin service projects. Here are a few suggestions to stimulate charters and keep it at the top of your Zone's agenda:

1. Talk it up. Make time on your agendas for discussion at every meeting, particularly at your Zone Executive Seminar.
2. Brainstorm with your Presidents and their executive's ideas as to all the possible charter champions in their clubs and possible charter locations. Make a list of the locations that need to be researched, and see if the Presidents will commit to recruiting a Charter

chairperson in their club.

3. Call for Presidents (only) to undertake to put forth a notice of motion to sponsor a club (sample motion in the Charter Investigation Kit).
4. Follow up with the Charter chairs yourself or through your Zone Membership Director. Ensure they are aware of all of the resources available to them - remember, the Association needs them to succeed.
5. Talk it up. You are the leader in your zone. If you make a commitment to new club building, you can inspire others to share your vision.

9 DISTRICT FINANCES

9.1 PREPARING THE DISTRICT BUDGET

1. Accountants typically are conservative in nature – they will underestimate income and overestimate expenses. If you follow these two simple principles, 9 times out of 10 you will come in under budget by the end of the year. This is especially true when it comes to estimating future membership. If your District has traditionally lost 5% per year, and you have no valid reason to expect it to increase by the billing date(s), DON'T estimate positive growth. If your District has an excellent membership program, you may see positive results by the end of your year, but most likely not by the billing date.
2. You should obtain the audited statements for the past 5 years to help provide a guideline on how much has been brought in and spent in which areas.
 - a. If your District is using Professional Accounting software – all this information, including detailed transactions will be readily available through the program.
3. Consult with the current Governor(s) and District Treasurer to clarify any line items you find vague or confusing in the current budget.
4. Incoming Treasurer should have been provided with 7 years of back-up documentation. This will help understand where the money comes from and where it goes.
5. All line items should have backup information explaining how the number was arrived at.
6. It is important if your Directors are planning on implementing programs that they are fully costed and the expense is put in the budget. Each Director should submit a Project Proposal to the Governor PRIOR to developing the budget. These will provide the backup documentation you need. If the budget is then approved without amendment, the membership has approved the program.
7. Travel of Officers by zone: If your District pays by mileage, then you can easily set up spreadsheets of exact travel distances from each club in the district to every other club. www.mapquest.com or google maps can be used to calculate the distances.
8. Review current allowances for travel and meals. Are they still reasonable?
9. Convention costs should be listed including administrative expenses for brochures, etc.
10. Include secretarial & financial expenses related to dues collection and correspondence

11. Budget for District awards plaques, etc.
12. Record Governor travel to Spring Zone meetings. Does the Governor(s) also have an allowance for personal and other expenses?
13. Does the Vice Governor(s) have a budgeted allowance for expenses?
14. Deputy Governor travel to clubs: how many trips will be made and what will be the cost? Use an estimate for your budget until you know who the DGs will be and where they live. Do you have an allowance for DG expenses related to Zone communication or Spring Zone meetings?
15. Governor and Past Governor travel to National Convention is now reflected in the National Budget (effective with Convention 2006).
16. Vice Governor budget
17. Governors' discretionary budget such as for gifts, extra travel, etc.
18. Membership initiatives for growth and retention
19. Service promotion
20. Education and training of the membership and District Council i.e. FLC, Council meetings, other District meetings.
21. Re-visit expenses that are set out in the current budget or are included in the District House Rules/By-laws or Policies & Procedures Manual. Are they still necessary and reasonable?
22. Travel and fuel expenses. How will inflation affect expenses? Do we think the price of gas will go down anytime soon? How much does your District pay per kilometer for mileage expenses?
23. Reduce expenses were possible by using technology i.e. email distribution lists for correspondence, newsletters, etc.

9.2 SELLING YOUR BUDGET:

1. When does your District require you to present a draft budget?
2. Make it clear and simple to understand.
3. Take time to gather support and understanding from DGs and the current Governor(s) if they will present your Budget at Spring Zone meetings.

4. Include, for use at Spring Zone meetings and for Clubs, a budget preamble or preface of any changes you are implementing. Comment on all changes including Governor and Past Governor travel to National Convention, new initiatives, etc.
5. How will District and National resolutions impact your budget?
6. Request that the budget presentation be scheduled after District motions and any other business that may impact your budget.
7. Be prepared for changes on convention floor. Different scenarios with and without carried motions can be presented to Council and to Clubs ahead of time. Consider presenting your Budget to District Council at Mid-term and to the membership at District Convention directly from an excel spreadsheet on a laptop computer, with projection onto a large screen. Any changes to the budget can be made at that time by making changes to the program. The formulas will then carry the changes throughout your document so that members vote on the final budget with all items accurately recorded and district dues confirmed.

9.3 INVOICING

A Treasurer shall create invoices of assessments that each club must pay. These Invoices are delivered to the clubs. Then if a club does not pay the invoice by the due date, the Treasurer shall send monthly statements reminding the club of the outstanding amounts.

9.4 SAMPLE MONTHLY DISTRICT TREASURER'S REPORT

Districts must be open and transparent with respect to the member's money, and must report to the members on a regular and timely basis. At a minimum, the District Treasurer should issue a monthly report which should be posted on the website within 7 days of the end of each month. The report should consist of:

1. Profit & Loss state,
2. Balance Sheet,
3. Accounts Receivable and Payable,
4. List of cheques written for that month
5. Deposits made for that month.

Ideally, the P&L, Balances Sheet AR & AP should be displayed month by month, and this report posted on the District website so all members can see the District finances and how they change by the month. Members are then encouraged to ask questions and seek clarification. Clubs can then follow District's example.

Profit & Loss

	Jul 31/12	Aug 31/12	Sep 30/12	Oct 31/12	BUDGET
INCOME					
001-Dues	-	-	11,970.00	11,970.00	13,300.00
020-Interest	100.27	100.27	100.27	100.27	1,200.00
030-Subsidy DLS	-	-	-	-	1,500.00
040-Subsidy Translation	-	-	-	-	1,000.00
099-Misc Income	-	-	-	-	-
Total Income	100.27	100.27	12,070.27	12,070.27	17,000.00
EXPENSE					
100-Admin					
110-Audit	-	-	-	-	50.00
120-Badges Pins & Plaques	164.53	164.53	164.53	164.53	210.00
130-Bank Charges	7.95	11.70	168.00	171.75	80.00
140-Communication	-	-	-	63.09	500.00
160-Website	-	-	514.95	514.95	600.00
170-Software Upgrades	-	-	-	-	150.00
199-Miscellaneous	-	-	-	-	140.00
Total 100-Admin	172.48	176.23	847.48	914.32	1,730.00
200-Meetings					
210-Executive Turnover	280.50	280.50	280.50	280.50	900.00
220-DLS/Pre-Term	-	-	-	27.60	2,035.00
230-FLC	-	-	-	1,459.27	1,930.00
240-Mid-Term	-	-	-	-	1,220.00
250-Zone Conferences	-	-	-	-	300.00
260-District Convention	-	-	-	-	2,140.00
270-Travel to Clubs	-	240.60	240.60	372.60	1,500.00
Total 200-Meetings	280.50	521.10	521.10	2,139.97	10,025.00
300-Programs					
310-Award	-	-	-	-	210.00
320-Document translation	-	-	92.16	1,311.56	600.00
340-Vice Team	-	-	-	-	600.00
Total 300-Prgm	0.00	0.00	92.16	1,311.56	1,410.00
400-Zone					
401-Zone One	-	-	-	409.84	1,650.00
402-Zone Two	-	-	-	-	2,930.00
450-OV403 -Quebec Zones	-	-	-	-	600.00
Total 400-Zone	0.00	0.00	0.00	409.84	5,180.00
000-Miscellaneous					
500-Bad Debts	-	-	-	-	-
507-Allocation to Presidents Tour	-	-	-	-	300.00
999-Miscellaneous	-	-	-	-	100.00
000-Miscellaneous	0.00	0.00	0.00	0.00	400.00
Total Expense	452.98	697.33	1,460.74	4,775.69	18,745.00
Net Income	(352.71)	(597.06)	10,609.53	7,294.58	(1,745.00)

BALANCE SHEET**ASSETS**

Current Assets

Chemung	20,577.13	20,332.78	19,569.37	13,597.82	10,929.84
GIC 0001	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
GIC 0002	-	-	-	-	10,000.00
GIC 0003	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00

Total Bank	85,577.13	85,332.78	84,569.37	78,597.82	85,929.84
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Other Current Assets

Accounts Receivable	-	-	11,970.00	12,126.60	-
Interest Receivable	463.00	463.00	463.00	463.00	463.00

Total Current Assets	86,040.13	85,795.78	97,002.37	91,187.42	86,392.84
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Fixed Assets

	1.00	1.00	1.00	1.00	1.00
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TOTAL ASSETS

	86,041.13	85,796.78	97,003.37	91,188.42	86,393.84
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LIABILITIES & EQUITY**EQUITIES**

General	39,003.97	39,003.97	39,003.97	39,003.97	39,003.97
Translation	7,773.67	7,773.67	7,773.67	7,773.67	7,773.67
National 81	18,533.00	18,533.00	18,533.00	18,533.00	18,533.00
Convention	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
Charter	724.20	724.20	724.20	724.20	724.20
National Presidents Tour	300.00	300.00	300.00	300.00	300.00
Club Charter Fund	15,059.00	15,059.00	15,059.00	12,559.00	15,059.00
Retained Earning					-
Net Income	(352.71)	(597.06)	10,609.53	7,294.58	-

TOTAL LIABILITIES & EQUITY

	86,041.13	85,796.78	97,003.37	91,188.42	86,393.84
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Accounts Receivable

	Jul 31/12	Aug 31/12	Sep 30/12	Oct 31/12	
KN Small town	-	-	525.00	564.70	
KN Large town	-	-	175.00	175.00	
Total	-	-	700.00	719.70	-

Cheque Detail – October 2012

Type	Num	Date	Name	Account	Paid Amount	Original Amount
Cheque		01/10/2012	Royal Bank	D6 Chequing Account		-3.75
				130 · Bank Charges	-3.75	3.75
					-3.75	3.75
Cheque	49	21/10/2012	Robert Watkins	D6 Chequing Account		-482.97
				401 · Zone One	-74.40	74.40
				401 · Zone One	-90.60	90.60
				401 · Zone One	-52.20	52.20
				401 · Zone One	-52.80	52.80
				230 · FLC	-135.00	135.00
				230 · FLC	-77.97	77.97
					-482.97	482.97
Cheque	410	21/10/2012	Dave Tidbury	D6 Chequing Account		-1,207.39
				230 · FLC	-400.00	400.00
				230 · FLC	-79.02	79.02
				230 · FLC	-33.50	33.50
				230 · FLC	-28.17	28.17
				230 · FLC	-73.45	73.45
				230 · FLC	-55.96	55.96
				230 · FLC	-24.43	24.43
				230 · FLC	-158.60	158.60
				230 · FLC	-20.31	20.31
				230 · FLC	-333.95	333.95
					-1,207.39	1,207.39
Cheque	411	21/10/2012	Constance Pigeon	D6 Chequing Account		-1,219.40
				320 · Doc trans	-166.00	166.00
				320 · Doc trans	-822.80	822.80
				320 · Doc trans	-230.60	230.60
					-1,219.40	1,219.40
Cheque	412	21/10/2012	Network Telsys	D6 Chequing Account		-63.09
				140 · Communication	-63.09	63.09
					-63.09	63.09
Cheque	417	25/10/2012	Cystic Fibrosis Canada	D6 Chequing Account		-356.67
				230 · FLC	-270.00	270.00
				230 · FLC	-86.67	86.67
					-356.67	356.67
Cheque	418	25/10/2012	Hal Rogers Endowment Fund	D6 Chequing Account		-159.15
				230 · FLC	-159.15	159.15
					-159.15	159.15
Cheque	420	27/10/2012	Kin Club of Russell	D6 Chequing Account		-2,500.00
				Equity 10 - Club Charter Fund	-2,500.00	2,500.00
					-2,500.00	2,500.00

Deposit Detail – October 2012

Type	Num	Date	Name	Account	Amount
Deposit		21/10/2012		D6 Chequing Account	1,375.05
				230 · FLC	1,019.05
				230 · FLC	-356.00
					-
TOTAL					1,375.05
Deposit		25/10/2012		D6 Chequing Account	515.82
				230 · FLC	-259.15
				230 · FLC	-270.00
				230 · FLC	-86.67
				230 · FLC	100.00
					-515.82
TOTAL					

10 HANDLING OF CHARITABLE FUNDS BY DISTRICTS & CLUBS

10.1 INTRODUCTION

Canadian charities and non-profits, and their handling of funds raised for charitable purposes, have come under increasing scrutiny in recent years. A number of related regulations and pieces of legislation have been made more stringent. More are on the way. This has given rise to concerns as to whether Districts, and perhaps even Clubs, are necessarily complying with or aware of the latest requirements for the handling of charitable funds.

As a result, the Association's legal counsel was consulted in early 2010. Following discussions with District Governors, a *Policy Advisory* has been developed to give immediate guidance on current legal requirements until such time as a final National Operating Policy has been developed. Where clubs and districts find themselves not in compliance, they must act to correct the situation as soon as is reasonably possible.

Basic Principles

It is essential that members understand that funds that have been raised from public donations under the impression that those funds will be used for a charitable purpose become legally restricted funds, held 'in the public trust' until they are properly disbursed to such charitable purpose. These are generally referred to as *donor-restricted trust funds*. (Proceeds from a fundraiser held in support of the club - i.e. where no charity is named - would normally not be considered donor restricted funds.)

Districts or Clubs holding those restricted funds are considered *executors and trustees* and are legally responsible for ensuring their proper administration and disbursement. This includes proper accounting procedures and, if held for an extended period and invested, prudent investment practices.

10.2 BANK ACCOUNTS

❖ A District or Club cannot commingle restricted charitable funds with other funds.

Under Canadian common law, each donor restricted trust fund must be held separately from, and cannot be commingled with, other funds, regardless of how they are tracked through accounting procedures. 'Held separately' literally means in different bank accounts, in keeping with the way in which most clubs maintain separate general and service accounts. It also means that donor restricted funds cannot be moved back and forth from a service account to a general.

Certain provincial legislation, such as Ontario's *Charities Accounting Act*, allows charities to commingle funds received for more than one charitable purpose into a single account,

provided that it helps with the administration of the funds and Directors maintain detailed accounting records for each individual fund. This is not necessarily something that is permissible in all provinces. Districts should check their provincial situation to be sure.

Conversely, there is nothing preventing a Club or District from maintaining more than one service-related account (e.g. one account for CF and one for 'other' service).

10.3 INVESTMENT AND USE OF INVESTMENT INCOME

❖ Officers must act prudently in any investment of donor funds.

As Executors and Trustees, District and Club officers are legally required to exercise "the care, skill, diligence and judgment that a prudent investor would exercise in making investments...", taking into account current economic conditions, fund objectives and other factors.

❖ Interest or investment income earned on charitable fund accounts cannot be used to fund operating expenses.

Interest (or other income) earned on a restricted trust fund forms part of the capital of the fund and must be applied for the same purposes as the fund.

***The exception is for funds raised through non-gaming activities for which some other use, such as expenses, was disclosed at the time of fundraising.

Directors have a legal obligation to honour the reasonable expectations and restrictions donors have in making a donation. These expectations may be express or implied. Therefore, if a club intends to use a portion of funds raised to cover expenses, fundraising materials must disclose this in some reasonable manner in order to obtain implied permission from donors.

Legal counsel advises that there is generally no specific form that such disclosure must take. It could be as specific as, "A minimum of 85% of all funds raised will go to CF"; or as general as, "Net proceeds to support cystic fibrosis" or "A portion of the proceeds will be used to cover project operating costs." It is really a matter of what is prudent under the circumstances, recognizing that the higher the percentage that is intended for non-charitable uses, the greater the onus of proper disclosure to donors.

For districts receiving funds from clubs, those funds remain restricted in whatever manner they were at the club level – whether from gaming or other and depending on what the club disclosed to donors when fundraising. The simple route is to treat all funds collected from clubs as restricted, to be used according to club direction.

10.4 OTHER IMPLICATIONS FOR KIN

In light of these developments, Districts may want to re-evaluate their practices of collecting and holding club cheques, for CF for example, for an extended period. Some alternatives include:

- Districts can collect, then promptly forward club cheques to the end charity
- Clubs can send their cheques to the Kin Canada Foundation at Kin Canada's national offices (with direction on what charity the money is for), for accumulation and forwarding to the Cystic Fibrosis Canada/other charity
- Clubs can still make their donations to the charity directly.

Cystic Fibrosis donations made in any of these ways will continue to be tracked so that Clubs and Districts get credit. (For donations made to a CF Chapter, it is wise for the club to notify Cystic Fibrosis Canada staff.) The process for receipting for charitable donations will also remain unchanged.

10.5 FREQUENTLY ASKED QUESTIONS

1. **Can you use money from a restricted Service Account to pay a General (operating) expense if you pay it back quickly?**

Using money from a restricted Service Account to pay general operating expenses is not allowable, regardless of how quickly it would be replaced. The only exception to this would be if the service account was specifically set up as solely an internally restricted fund, kept separate from any externally restricted funds (as discussed below).

2. **What's the difference between internally and externally restricted trust funds? Why would this be important to a club?**

'Internally' and 'externally' restricted can be thought of as references to where the restriction originates. Restriction is set up by a direction or expectation created when the donation is made. When that donation is made by a third party/the public, the direction is coming from outside the fundraising club and the funds are therefore externally restricted. Gaming proceeds would also be considered 'externally restricted' (by the terms of the license). On the other hand, if the club decides to hold a bake sale to raise funds to help with the general operation of the club, those funds are basically unrestricted. If the club later decides to take some of those funds out of their general account and set them aside for CF, they would then be considered 'internally restricted', based on an internal direction/decision by the club.

The other key difference is that a club can decide to reverse a decision on internally restricted funds (in this case, to put some of those dollars back into the general account), since they were the ones who set the original direction on use. The club cannot make a change to externally restricted funds.

3. Can internally and externally restricted funds be mixed in one account?

Mixing internally and externally restricted funds in one account (or commingling) is allowable. However, once internally restricted funds are deposited into an externally restricted account, they also become externally restricted and this cannot be reversed.

4. Can clubs still take the 15% levy from project proceeds?

Clubs can still take a levy from project proceeds; however, a 15% levy should not be regarded as an automatic entitlement. The intent to deduct a levy or administrative fee must be disclosed at the time of fundraising. While regulations make no specific reference to 15%, its origins in Kin were the long-held feeling that this is what the public would normally accept as a reasonable proportion for project administrative costs. It remains as a useful rule-of-thumb. The manner of public disclosure can be fairly simple, as discussed in the April 2010 Kin Canada *Policy Advisory* on this subject.

5. My club can't use interest earned on a gaming account to pay for club operating expenses, but if we give that money to our district for CF, can the district use interest that it earns for district general expenses?

District interest earned on club donations is subject to the same restrictions as it is at the club level. Gaming authorities would almost certainly frown on transferring the funds from a Club to a District so that the District can use the interest income for administrative purposes when the Club is prohibited from doing so directly, seeing it as an attempt to get around the regulations.

Have additional questions? Please contact the National Risk Management Coordinator

11 STRATEGIC PLANNING

Today, more so than any other period of time, long term planning is absolutely essential if an organization wishes to still be in existence in 5 or 10 years. Time = change, and if you do not plan for the changes then you will perish.

There are so many examples where companies or products which were once leaders soon disappeared. Dinosaurs are possibly one of the largest, but think of companies such as the Royal Typewriter company, Jumbo Video, Nintendo, etc. Once leaders, but they failed to adapt to the changes going on, and now no longer exist. Many companies have successfully adapted to the changes. Think of the Datsun station wagon. Once the most popular import vehicle, it disappeared on to morph into Nissan.

Good long term strategic planning is the key to continued existence. Companies may have to change if they want to continue to exist. The key is to know what changes are required.

Strategic planning requires organizations to:

- Set objectives
- Perform environmental scans – know what they are operating in
 - Perform a SWOT
- Analyse existing strategies
- Define strategic initiatives
- Develop new / revised strategies
- Establish critical success factors
- Plan and prepare – ensure the resources are available
- Implement and monitor.

Volunteer organizations such as Kin have the additional challenge in that whatever long term strategic plan is determined to be the best for the funds available, it needs to successfully sell it to the clubs.

12 SWOT ANALYSIS

With the exception of an annual budget setting exercise most clubs make the majority of their decisions on a meeting to meeting basis. The majority of these decisions are often made on a case by case basis. Few clubs have a vision of where they want to be in 5 years.

These clubs rarely face problems when fund raising is easy. High revenues often allow such clubs to have a high profile in their community and recruiting is an easy matter of asking someone to join. However, when times get tough, and fund raising becomes challenging – many of these clubs run into serious difficulties.

To ensure long term viability clubs should decide on a long-term vision. To achieve their vision, a club will need to decide on various strategies and plans. An important step in the development of these is for a club to perform an environmental scan. This is where a club needs to assess the current situation in which it is operating.

An important part of an environmental scan is the performance of a S.W.O.T. - an acronym which stands for Strengths, Weaknesses, Opportunities and Threats. A SWOT analysis may be used in any decision-making situation when a desired end-state (objective) has been defined. The process was developed by Albert Humphrey, Stanford University in the 60's and the process remains relevant today.

The best approach is to use the 4-quadrant approach. A club could use a flip chart and divide the sheet up as shown in the figure or it could use 4 separate sheets from the flip chart.



- **Strengths:** characteristics of the club that give it an advantage over other service clubs
- **Weaknesses (or Limitations):** characteristics that place the club a disadvantage relative to other service clubs
- **Opportunities:** *external* factors that could improve the chance of success
- **Threats:** *external* factors that could be obstacles to your success

To be effective, the club needs to use the synergy of all its members. They should ask questions and offer input. No idea or comment should be deemed silly or stupid. Just put them down in the appropriate quadrant.

Factors may appear in both quadrants. For example, experienced members could be viewed as a positive and / or a negative depending on the specific objective you hope to achieve. You should include all aspects of a club that pertain to the objective, pro and con. External factors may include socio-cultural changes in the community, fundraising opportunities, technological change, legislation, local support etc.

Depending on the objective, SWOTs may take a few hours, a few days, or a few weeks, but once complete, the group needs to review and refine. Some ideas may be deemed not required and others may be modified. Be careful not to eliminate any entry until the full picture is seen. What may seem inconsequential on its own may take on a different value when viewed in relation to other ideas.

Once the group is satisfied with the finished product, they can then use it for analysis. Now that the SWOT's are known, the group can perform an analysis of the information.

The group needs to use that information to determine if the objective or goal is attainable. If they believe it is, the group now needs to develop a plan with specific timelines and deliverables to achieve the objective. If the SWOT indicates the objective or goal is not attainable, they will need to develop objectives or goals that are attainable given the SWOT.

Since little weighting is given on the SWOT display, clubs need to be careful that a weak opportunity does not equal a strong threat etc.

In conclusion

1. **Set goals/ objectives** – defining what you want to achieve
2. **Complete the SWOT chart**
3. **Perform an analysis of the chart.**
4. **Decide if the goals/ objectives can be achieved.**

- a. **If not – rework the goals / objectives** to be addressed by the organization
- 5. **Develop a plan to achieve the goals / objectives, be sure to identify resources**
- 6. **Establish time lines and**
- 7. **Monitoring results** – are you meeting the time deadlines, and if necessary taking corrective actions.

12.1 ENVIRONMENTAL SCAN

Kin Canada is a volunteer organization dedicated to performing service work. An important part of any environmental scan is to understand the external influences that impact the volunteer sector. The organization needs to understand what changes are impacting that sector and how those changes impact our future.

It is also important to understand the internal factors that will resist any changes or adaption to external factors. Organizational culture is the foundation for any organization. A positive culture steers the organization in the right direction. An organization with a negative culture often goes off course. When trying to steer an organization with a negative culture back on track, the road will be rough.

Culture is the body of beliefs, values, norms, rules of conduct, ethics, history, legends, heroes and heroines, rituals, and other symbolic activities that provide a path for an organization to follow. Culture has a very powerful impact on the organization and how people interact within it.

The Kin Canada culture starts at the top. What they say, do, and how they do it sends a message. This message can either be received positively or negatively depending upon the Club / Zone / District subculture.

The Kin Canada organizational culture began with Hal Rogers and his need for Fellowship and Service within Canada. Consider the following Fast Facts found on the Kin Canada Website. These facts help form the basis of our organizational culture:

Kin Canada Fast Facts

- Kin Canada is the nation's largest all-Canadian service club organization.
- Kinsmen, Kinette and Kin clubs across the country work to better their communities, enhance the well-being of Canadians and improve the environment. The Association boasts a proud 90-year history dedicated to fostering life-long friendships while 'Serving the Community's Greatest Need.'
- Membership – More than 7,000 members belong to approximately 500 Kinsmen, Kinette, Kin and Campus clubs. Kinsmen clubs are predominantly male and Kinette clubs are predominantly female. Kin clubs have a mixed membership of men and women.
- Clubs undertake a wide variety of local fundraising and service projects. Each club operates autonomously when determining how it fundraises and distributes the funds raised within its local community.

- More than \$1 billion raised – Since its founding in 1920, Kin Canada clubs have donated more than \$1 billion to Canadian causes, communities and individuals in need, as well as to disaster relief efforts beyond our borders.
- History – The Association was founded by Harold (Hal) Rogers on Feb. 20, 1920 in Hamilton, Ontario. After returning from the First World War, he missed the camaraderie of the men he had served with. Looking to join a club, Rogers decided to join Rotary but his application was rejected because it was Rotary's policy not to admit two members from the same business establishment; Rogers' father, with whom he worked, was already a member. As a result of this rejection, Rogers and a small group of men gathered for a dinner meeting and became the first Kinsmen club - The Kinsmen Club of Hamilton.
- Mission Statement – Enriching Canadian Communities through Community Service, Leadership, and Partnership.
- Kin Motto – 'Serving the Community's Greatest Need'
- National Service Project – Kin Canada has been a partner in the fight against Cystic Fibrosis since 1964. During this time, Kin members have raised nearly \$40 million in support of the work of Cystic Fibrosis Canada.
- National Headquarters – Located at 1920 Rogers Dr., in Cambridge, Ont., about 100 km west of Toronto. Nine full-time staff provide administrative services to approximately 500 Kinsmen, Kinette and Kin clubs. Kin Canada has an Executive Director plus staff

Key Dimensions of Organizational Structure

As shown in the following chart, each of these dimensions exists on a continuum. Assessing an organization according to these seven dimensions provide a picture of the organization culture. This picture becomes the basis for feelings of shared understanding that the members have about the organization and what is important to the members.

	Service / Social Orientation	
Service	-----	Social
	Member Identity	
Club	-----	Kin Canada
	Team Emphasis	
Individual	-----	Group
	Reward Emphasis	
Individual	-----	Group
	Club Integration	
Independent	-----	Interdependent
	Control	
Loose	-----	Tight
	Risk Tolerance	
Low	-----	High

Service / Social Orientation

The degree to which Club / Zone / District identify the organization as being a service where members work for the community's better good versus a social club where orientation is on social activities.

Member identity

The degree to which club members identify with the Kin Canada as a whole rather than with their Club / Zone / District.

Team emphasis

The degree to which organizational activities are organized around groups rather than individuals.

Reward emphasis

The degree to the individual or the group is rewarded.

Club integration

The degree to which members within the club are encouraged to operate in a coordinated or interdependent manner

Control

The degree to which rules, policies, and the informal group can control member behavior.

Risk tolerance

The degree to which club members / organization are encouraged to be aggressive, innovative, and risk seeking.

How can you change an Organization's Culture?

Changing an organization's culture can be very challenging. An organization's culture comprises an interlocking set of goals, roles, processes, values, communications practices, attitudes and assumptions.

Kin has a number of examples of change in the Association's organizational culture – the elimination of the upper age limit, single leadership, policy governance. Each change came about as the result of member education, communication and open discussion.

At various times in their history, clubs may need to undergo a change in culture. It could be projects which need to revision, membership programs which require updating, introduction of social media to improve public relations and advertising. The following are recommendations which will assist clubs as they review their club's culture:

- Do not do it behind closed doors – involve all members in the discussion.
- Encourage members to participate in making the decision / change.
- Allow members ownership of changing the culture.
- Explain why the culture must change. What are pros and cons?
- Give a clear vision of where the organization is headed and why.
- Senior Kin need to be actively involved and sponsor the change.
- Continue to communicate how the changes are proceeding.

Understanding the internal and external influences can help understand what changes are needed and which will be acceptable if we want to survive into the future.

12.2 GOAL SETTING

The District team need to work together in setting and attaining goals. Once set at the District level, the Deputy Governors can then set their goals to be in relation to assisting the District and then the Deputy Governor can work with the clubs in setting their goals. Obviously, there must be a lot of consultation between the Clubs, the Deputy Governors and the District if you want to be successful.

Deputy Governor's work with Club leaders to establish goals based on the elements of an effective club. As a Deputy Governor, you should act as an adviser to the club by analyzing past trends and current club practices and suggesting how the club can improve its operations. Encourage Club leaders to consult with experienced club members who have knowledge about the club, its accomplishments, and its limitations to ensure these goals are realistic and reflect club capabilities and interests.

There are a variety of ways to approach goal setting and maintaining simplicity in its development is necessary. Using SMART goal setting is an effective way for District executives, Zone executives and Clubs to establish both long and short term planning.

1. Specific

The goal must be so specific that it can be completely understood. Kin or anyone will not actively work very long towards a goal they do not understand. There is no such thing as a goal that is too specific. "I am going to have a better year and involve more Kinsmen than ever before in my programs" is not very specific. "I am going to achieve 10% membership growth in my zone and be 100% efficient" are specific goals. Use the monthly memberships to track your progress and measure your success

2. Measurable

When a goal is set, it must include the standard of measurement and the specific end result. That is the only way we will ever know if we are accomplishing anything. Continuing from the example measure your success club by club, zone by zone and month by month using the National monthly membership reports. "The most difficult thing about doing nothing is determining when you are finished." Your goal will be realized when you have finished a project or solved a problem.

3. Attainable

Goals should be logical and have an aspect of challenge that will involve more than a minimal effort to achieve. However, the goal must be defined well enough through expectations that can be explored in lists, responsibility tracking and consistent review that clubs feel that they are able to accomplish them. Attainability is set by both the

specific nature of the goal and way the goal is measured. Attainability is being able to achieve the goal within the set time and expectations. This is often confused with the term Realistic. Both mean the same.

4. Relevant

A goal must be relevant to the organization's objectives. Therefore, you need to well aware of what your objectives are in order to consider if a goal is relevant.

5. Timely

When you establish goals, they should be based on the idea of improving what now exists. Set both short and long-range goals. This helps to provide a feeling of accomplishment. Don't hesitate to set some goals that will take more than one year to complete, even though you will complete only one leg of the total program.

As we mentioned previously, success is a journey, not a destination. Success begins with the first step toward the goal. To achieve the long-range goals, a series of steps or sub-goals should be set that lead to the accomplishment of the long-range goal. Deadlines for each step must be set, thus establishing a timetable for achieving the overall goal.

"If you don't know where you are going, you might wind up someplace else."

- Yogi Berra

13 CLOUD STORAGE

It is recommended Districts use Cloud storage to store their files. Typically when a District held it's turnover meeting, outgoing members would come with business boxes full of historical paper documentation to turn over to the incoming member.

In today's electronic environment, virtually everything that was once stored on paper, can now be stored electronically in the cloud.

This means the turnover is simply turning over a password to access the information.

Files stored in the cloud can be sync'd with any individual's computer.

Historically, the minutes would be stored in a large binder. Today, an entire year's minutes can be stored on a single file and stored in the cloud for easy access by every member of Council and every Club in the District.

There are many Cloud storage providers. Kin Lee Burry introduced DropBox to Kin when he was national President for storing National Board files. Since then many national committees, Districts and clubs have also used this provider.

Further information can be obtained from the National Education and Training Committee.

14 MOTIVATION.

LEADING BY EXAMPLE

The Basics:

- Be pleasant, friendly and fair at all times
- Have a positive and friendly attitude
- Maintain a professional and organized environment
- Be quick to resolve problems
- Be sincere
- And, as often as possible, say thank you! Thank you! Thank you!

Perception is Everything

"What concerns me is not the way things are, but the way people think they are."
Managing members' expectations will lead you down the path of leadership excellence.

More than just the governor's prerogative

In today's society, more so than at any other time, all stakeholders are becoming part of the decision-making process. When you attempt to create your district goals, you may already have a list in mind. However, if you allow your stake-holders (i.e. the members) to participate in the formulation of that list, you may find that they'll take ownership of the goals. Ownership will motivate the stakeholders and give them that extra desire to achieve. You may be pleasantly surprised that their list may just be a reflection of your list.

Focus on the Positive

Creating positive experiences at all levels of our Association will contribute to your ability to meet the positive expectations of your district. When trying to meet the needs of your district, you're not in a position to reward in many ways with the exception of offering praise. When praising someone, make sure that it is:

- Immediate, or as soon as you become aware of the accomplishment.
- Be specific, not general.
- Be sincere. Giving praise because you know you should is not enough. You need to be giving praise because you believe a good job was done.
- Be consistent. Recognize all for their accomplishments, regardless of your personal feelings towards anyone in particular.

Challenge the membership to grow individually

Encourage members to take on new challenges that will see them develop without being in competition with any other members. Encourage them to think – and act – outside their comfort zone. Be careful not to set someone up for failure.

Listen to members' concerns

We are a very diverse membership and, thus, have many different expectations from our volunteer experience. Leaders must listen very carefully to concerns. This gives you an opportunity to make our Association better by dealing with the issue. Probe to find out the reason for the concern. How many members does the issue affect? What needs to be resolved? Does it contravene the goals of the district? Is it a case of miscommunication? A concern should always be dealt with quickly.

Never dismiss a concern, regardless of how insignificant you think it may be. If you do, you risk members feeling that you "don't care" what they think, allowing a small problem to become a big problem that could take a long time to solve. This creates misunderstandings that you could have resolved.

Provide “negative” feedback “positively”

Almost everyone wants to do a good job. If you are remiss in letting them know when they are not doing a good job, you’re creating an environment that does not allow them to improve. It’s crucial that negative feedback, or constructive criticism, be given in an effective manner.

One avenue that can be used to help achieve this is to begin by recognizing the positive, move to the constructive feedback, and end by recognizing accomplishments. In doing this, you’re letting the members know that you not only want them to improve in certain areas, but also that you recognize that they are doing some things well and you appreciate that. When providing constructive criticism, make sure you focus on the behavior, not the personality.

Make yourself available

Being available to your membership and letting them know that you’re available is half the battle in developing communications. Having an “open-door” policy means being ready and willing to listen when members come to you with suggestions or concerns. By making yourself available, you’re emphasizing supportiveness, receptivity and participation. You also increase the likelihood that the information the members receive is accurate information, and you increase motivation.

Naturally, you won't accept every idea or suggestion that comes your way, but the fact that you're going to listen — with an open mind — means a great deal.

Emotions play a role

Happy, sad, angry, and scared are the four categories into which many psychologists believe all human emotions fall. Each has varying degrees of intensity. Volunteers want to be happy with their experience in our Association. Your role as District Governor is to encourage and provide the tools to the Club Presidents and Deputy Governors, to ensure that we maintain happy members at every level. Remember ... emotions are contagious! We want to be spreading smiles, not frowns.

Back to basics...

- Smile sincerely!
- Take a genuine interest in all members and their needs!
- Respect all members!
- Help make all members feel at ease!
- Listen actively. Maintain eye contact. Smile. Don't interrupt. Nod in understanding. Repeat important points. Probe for additional information. Take notes.
- Learn from your mistakes!
- Never feel that admitting you made a mistake is a sign of weakness!

15 PROBLEM SOLVING

"Each problem has hidden in it an opportunity so powerful that it literally dwarfs the problem. The greatest success stories were created by people who recognized a problem and turned it into an opportunity." (Joseph Sugarman, American Author)

In Kin, many opportunities often come in the form of problems. These problems may include issues such as clubs folding, ineffective leadership, decline in membership, or the failure of club projects. It is the responsibility of an effective leader to manage the pending problem and turn it into an opportunity. In life, we face many minor and major obstacles, it all depends on how we look at them and more importantly the methodology we use to solve them.

The following eight step process can assist a club in developing solutions to a real or perceived problem.

Step 1: Define and clarify the issues (problem) not the symptoms

The first step in problem solving is to define and clarify the issue/problem and not the symptoms. By focusing on the symptoms, you may miss the root of the problem. When trying to identify and understand the problem, it is necessary to talk with the Club President and other club members. Ask open ended questions and do not accept yes or no answers. Encourage participants to expand on their responses. Participants may have varied perceptions of the real issue and it is only through discussions that the problem may be identified.

Step 2: Gather all of the facts and understand their cause

The second step involves information gathering. It is important to determine why there is a problem, when did it start, how did it become a problem, what can be done about it and what the lasting effect will be on the club if it is not resolved.

Step 3: Generate alternative solutions

Once the analysis of the problem is complete, the Club or the District can now begin to generate alternative solutions. There is no limit to the potential solutions that a group can generate. By brainstorming possible solutions, the group may identify solutions that had not

previously been considered. It is important for the participants to be open to all ideas and not criticize those they do not agree with. At this stage, do not take time to analyze the solutions, that will happen in the next step of the process

Step 4: Evaluate the Alternatives (compare the pros and cons of each potential solution)

Once possible solutions have been identified, the fourth step involves evaluation. What are the pros and cons of each alternative solution? As this is an evaluation process, it is necessary to identify criteria to evaluate each alternative against. Examples of criteria may include cost, implementation time, is it a long term vs. short term solution and will the participants be satisfied with the solution.

It may be beneficial to develop a chart listing the pros and cons of each alternative with each alternative given its own page or pages. A sample chart is pictured below.

Potential Solution to a Solve Problem	
Pros of Potential Solution	Cons of Potential Solution
-	-
-	-
-	-
-	-
-	-
-	-

Step 5: Recommend a possible solution(s)

In this stage, a solution or solutions will be chosen from the list of potential solutions created in the previous step. Depending upon the problem, one or all of the potential solutions evaluated in step four may be chosen. Each solution may help solve the problem in different ways.

It is also necessary at this stage to document why the solution or solutions were chosen. This will provide context to the decision should the solution not be successful when put into practice.

Step 6: Create an Action Plan

At this point the participants must create an action plan based on the recommendations chosen in step 5. The plan should be in writing, communicated to all interested parties and include the following:

- What is the plan?
- Who is responsible?
- How will the plan be implemented?
- What are the time lines?
- When will it start?
- How will the participants know it is working?
- How can the participants evaluate the performance or action plan?

To avoid resistance to the plan, keep lines of communication open. A great plan is only great, if the individuals involved accept the plan and take ownership. Plan acceptance will only happen if all involved feel they are being heard and understood. Many great plans have failed due to resistance to change. To avoid this resistance, be prepared to educate those involved through an open dialogue.

Step 7: Implementation of the plan

At this stage implementation of the plan is necessary. Without implementing the plan, time and energy of the participants will have been wasted and the problem may continue. As with all steps of this process, regular communication with all participants is essential.

Step 8: Evaluate the possible solution(s) once it has been implemented

Evaluation of the action plan is essential to determine the success of the process. Utilize the performance objectives established in Step 6 of this process. Evaluate the outcome of the process whether the selected solution was successful or not. If successful, the problem has been resolved. If unsuccessful, an alternative solution may need to be selected and/or the plan adjusted. As a final evaluation, the participants may set a timeline for an additional review of the plan (eg: 6 months to one year following the initial evaluation of the success of the plan.)

16 CONFLICT RESOLUTION

Resolving conflict is very different than solving problems. The dynamics of problem solving are primarily intellectually-based, whereas the dynamics of conflict resolution are emotionally-based.

Discussion Overview

- Definition of conflict
- Why does it occur
- Benefits of conflict
- Different approaches used to deal with conflict
- Partnering Styles that influence the approach
- Importance of venting
- Contributing Factors
- The Resolution Process
- A case study exercise

What is Conflict?

“A struggle, often unconscious, between mutually exclusive impulses or desires”

“Disharmony between incompatible or opposing persons’, ideas or interests”

Conflict is a natural part of life. It is normal, inevitable, and as well can be a healthy aspect for most relationships. When conflict is managed well, it can be used to enhance and strengthen relationships.

Conflict can involve two or more individuals, teams, groups or departments. When the people involved are unable to come to a working agreement, and it affects their productivity or the people around them, it can be beneficial to have an objective third party assist with the communication and negotiation processes.

Why does conflict occur?

Most conflicts are caused by; personality clashes, lack of information, perceptions, or a claim simply not acknowledged. Each individual view, feels and thinks according to his or her personality. Previous experiences, cultural backgrounds and education also contribute to personality traits. Leaders, especially, need to discover and understand the different types of personalities and be sensitive to those specific needs. By learning how to interact and communicate based on the personality type we can live and work more effectively with others.

Understanding conflict

Conflict is not necessarily a negative thing. Conflicts are caused by natural differences we have as people have. By applying the proper conflict resolution process conflict can be made into a productive force rather than a destructive force. This, in turn, will benefit the entire club.

Remember the words of an anonymous author –

“The best way to escape from a problem is to solve it”

Keep in mind...

- Most people (99%) want to do a good job and work well with their peers, superiors and subordinates.
- Most people will co-operate with a resolution process if they feel their concerns and feelings have been truly heard.
- Most conflicts can be resolved or managed so that parties can work together. (You don't have to like everyone you work with, but you do have to work courteously and effectively with them.)

Approaches used to deal with conflict

Instinctively people have a fight or flight approach. Ranging from...

- ☐ Doing Nothing
- ☐ Yielding
- ☐ Withdrawing
- ☐ Conquering
- ☐ Collaborating

Conflict between people often includes a great deal of emotion therefore the approach taken needs to be appropriate for the desired outcome to result. We have choices with regards to how we react, and the methods we use to manage and resolve our differences with others. As previously mentioned depending on the choices we make conflict can be constructive or destructive.

“Partnering Styles” that people apply to conflict resolution.

They are listed below with examples of the type of approach each style uses.

DOMINATING - I stand for survival of the fittest. All for me and nothing for you. I win; you lose

AVOIDING - I am not going to accomplish anything by talking about club issues with other members. Talking can get us in trouble and hurt someone's feelings.

ACCOMMODATING - My personal needs should be sacrificed for the good of the club. I lose; you win.

COMPROMISING - I better strive for the middle ground that satisfies both sides rather than the "optimal" solution. I give up something; you give up something.

COLLABORATING - We must work together to maximize the opportunities and minimize the dangers in conflict. What is good for the club should be good for the members and vice versa. I win; you win.

Each of us has a personal style when dealing with conflict. It is important for us to understand what our "style" is because it allows us to understand ways to minimize the negative effects created when we must deal with conflict.

There is not necessarily a correct or “proper” style. Each style may have a role in conflict. For example, you are in a car that has caught on fire. A young child is in the car with you and does not want to get out. In this case, you will "order" the child out of the car. You will have used a "dominating" style, but it was certainly necessary! Even though there are circumstances requiring a particular style of dealing with conflict, most of the time conflict is best resolved by striving for “collaboration”.

Resolving Conflict

Conflict only occurs when a party makes a claim, lays blame, and fails to be acknowledged by the second party or the party acknowledges the claim but makes no effort to change or rectify the issue.

In order for the resolution process to begin each party must have an opportunity to vent, feel anger or disappointment and their claim must be acknowledged. Only then is it possible to have the parties agree to work collectively to reach a mutually suitable agreement.

Contributing Factors

When resolving conflict, you must take these contributing factors into consideration.

- ☐ What specifically are the individual or group **NEEDS**
- ☐ Have various **PERCEPTION AND OPINIONS** been expressed
- ☐ Is there a desire for **POWER**?
- ☐ What are the individual or group **VALUES** – **Are they the same or are they different?**
- ☐ What are the various **FEELINGS AND EMOTIONS** having been expressed? Or are you aware that a party is burying their feelings. If so this can affect the outcome. In order for conflict resolution to be successful peoples' emotions need to be acknowledged and satisfied during the negotiation process.
- ☐ Are there any other **PERSONAL OR GROUP CONFLICTS** that can be contributing or influencing this situation?

When you're called in to help

- ☐ **Let the party vent** - Problem solving tends to have an intellectual dynamic. Emotions tend to interfere in our ability to see the other party's point of view. Therefore, we are often unable to logically work through the brainstorming phase necessary to generate an amicable solution.
- ☐ **Show empathy and understanding** – but remain neutral. As the supportive third party, you should be unbiased. This can be challenging when you have previous relationships with the people you are trying to help. This ensures you offer balance to the process and by doing so will preserve the parties' trust in you.

- ❑ **Get to the root of the problem** – obvious and underlying issues. Ask open ended questions and allow the parties a chance to provide a historical explanation. Ensure that the discussion doesn't go so far back that the point become irrelevant to the situation.
- ❑ **Offer a solution** – Don't be surprised if the party makes a statement like "he'd never agree to that or that would never work." People make assumptions based on their interpretation of the situation and based on their perceptions.
- ❑ **Offer to help** – At this point the conflict resolution process may differ widely. You have 2 options. Depending on the circumstances, you may wish to suggest a mediation process: where by the individuals meet to face each other to state their needs with you present. You would be there to facilitate the conversation through a specific process which we will get to shortly. Or, if the parties are not willing to talk to each other you could move back and forth between parties to help them "indirectly" come up with an acceptable solution.
- ❑ This approach is not recommended and really should be avoided. It would be extremely draining on you and very time consuming. In addition, you need to be very aware of your interpretation of the information being shared with you so that you can reiterate it correctly to the second party. Remember you are literally speaking on behalf of someone else and negotiating on behalf of two people. The accountability also shifts from the parties to involve you.
- ❑ **Gain verbal agreement** – You can gain a sense of the parties' commitment and "attitude" towards the situation by hearing the parties commit to each other. Their verbal remark will either have a really positive tone or will sound very reluctant.
- ❑ **Follow through-** with the recommended process we're about to discuss. When leaders are able to help others through this resolution process compliance and satisfaction between the parties increase and the Club strengthens as a whole.

The Resolution Process

Introduction – Your Role, Courtesies, the Process etc.

Review courtesies and the process with the parties before discussions begin. These points might seem obvious but reminders are often needed when discussion become emotionally driven and when the parties jump ahead skipping important steps.

Sharing Information

Provide each party an opportunity to speak freely (vent) without interruption. Be prepared to remind the participants of their courtesies if accusations become personal attacks or if the listening party interrupts. Remind the party that they will have the same opportunity and courtesies extended to them.

Ask clarifying and open ended questions. Clarify and address perceptions. Be prepared to reiterate what was said for both your benefit and for the listening party. Reframe damaging statements to clarify what was intended and to help identify the real issue(s).

After the statements have been made let the parties speak openly with each other. Try not to interrupt the flow of communication. It is recommended that the parties not jump into generating solutions before all the issues have been identified.

Have each party acknowledge the other speaker's claim. Apologies are extremely helpful when gaining a commitment to work on building solutions. Remember, if emotions have not been appropriately addressed a successful outcome is unlikely. Apologies do not have to admit fault but can simply include an acknowledgment that the party feels a certain way. I.e. having the party say "I'm sorry you feel I don't listen," is not the same as having the party admit that they do not have the ability or willingness to listen.

Remind the parties of the things they have in common and the points they agree on. This provides the parties a foundation to work from.

Identifying Issues and Setting the Agenda

Have the parties agree on the issues and prioritize an agenda to begin the brainstorming of possible solutions. It's often helpful to begin with the "simple" issues and build from there.

Gaining Commitment

It's important to have each party verbally commitment to work on brainstorming possible solutions.

Brainstorming

During the brainstorming stage, it is recommended that the neutral party is not directive with their own solution ideas. It is beneficial for neutral participants to empower the parties to determine and agree on their own solutions. Suggestions or offering “what if scenarios” can help the parties leave their positions. This collaborative approach promotes accountability and the parties are more likely to be successful with meeting the terms of their agreement. However, as leaders you may be required to ensure the solution terms are realistic, will not cause an adverse effect on others, and are not in breach of any policy or by-law.

Reviewing & Drafting Final Terms

Reiterate the agreement terms. You might be surprised how they may have changed slightly during the negotiation process. Ensure the solution has accountabilities and timelines clearly identified. If the solution does not seem practical don’t be afraid to challenge it or pose the parties with “what if questions”.

Monitoring Compliance

Offer to support the compliance period. Agree to talk again in 3 weeks for example to ensure the solution is working as they had hoped.

Solutions may not only include aspects within the two parties’ control. It may be a situation where the solution includes a defined need to examine or change a club’s process or policy. It may have been identified that the groups being represented by the conflicting parties are experiencing difficulty because of a faulty process and it was this process that was identified as being a contributing factor for the conflict having occurred.

In these situations, a “business process redesign meeting” with other members may need to take place. These are the types of situations where you might need to offer to mediate this collaborative undertaking. The solution might also include additional coaching to help further support a particular club member or team leader. It might be identified that this same type of conflict occurs often and setting up a “group-wide conflict resolution process” that all agree to use during future conflicts would help to minimize issues within the Club(s), Zone(s), District(s) etc.

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have choices with regards to how we react, and the methods we use to manage and resolve our differences with others. Depending on the choices we make, conflict can be constructive or destructive. When conflict is managed well, it can be used to enhance and strengthen relationships.

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Supporting Conflict Resolution as a Neutral Third Party:

Problem solving tends to have an intellectual dynamic. Emotions tend to interfere in our ability to see the other party's point of view. Therefore, we are often unable to logically work through the brainstorming phase necessary to generate an amicable solution. In order for conflict resolution to be successful peoples' emotions need to be acknowledged and satisfied during the negotiation process. When leaders are able to help others through this process compliance and satisfaction between the parties increase and the club strengthens as a whole.

16.1 THE RESOLUTION PROCESS

- Introduction – Your Role, Courtesies, the Process etc.
- Sharing Information
- Identifying Issues
- Gaining Commitment
- Setting the Agenda
- Brainstorming
- Reviewing & Drafting Final Terms
- Monitoring Compliance

16.2 CONSIDERATIONS AND RECOMMENDATIONS

- As the supportive third party, you should be unbiased. This can be challenging when you have previous relationships with the people you are trying to help. This ensures you offer balance to the process and by doing so will preserve the parties' trust in you.
- Review courtesies and the process with the parties before discussions begin. These points might seem obvious but reminders are often needed when discussions become emotionally driven and when the parties jump ahead skipping important steps.
- Provide each party an opportunity to speak freely (vent) without interruption. Be prepared to remind the participants of their courtesies if accusations become personal attacks or if the listening party interrupts. Remind the party that they will have the same opportunity and courtesies extended to them.
- Ask clarifying and open ended questions. Clarify and address perceptions. Be prepared to reiterate what was said for both your benefit and for the listening party. Reframe damaging statements to clarify what was intended and to help identify the real issue(s).
- After the statements have been made let the parties speak openly with each other. Try not to interrupt the flow of communication. It is recommended that the parties not jump into generating solutions before all the issues have been identified.
- Have each party acknowledge the other speaker's claim. Apologies are extremely helpful when gaining a commitment to work on building solutions. Remember, if emotions have not been appropriately addressed a successful outcome is unlikely. Apologies do not have to admit fault but can simply include an acknowledgment that the party feels a certain way. I.e. having the party say "I'm sorry you feel I don't listen," is not the same as having the party admit that they do not have the ability or willingness to listen.
- Remind the parties of the things they have in common and the points they agree on. This provides the parties a foundation to work from.
- Have the parties agree on the issues and prioritize an agenda to begin the brainstorming of possible solutions. It's often helpful to begin with the "simple" issues and build from there.
- Gain a verbal commitment from the parties to work on brainstorming possible solutions.
- During the brainstorming stage, it is recommended that the neutral party is not directive with their own solution ideas. It is beneficial for neutral participants to empower the parties to determine and agree on their own solutions. Suggestions or offering "what if scenarios" can help the parties leave their positions. This collaborative approach promotes accountability and the parties are more likely to be successful with

meeting the terms of their agreement. However, as leaders you may be required to ensure the solution terms are realistic, will not cause an adverse effect on others, and are not in breach of any policy or by-law.

- Reiterate the agreement terms and offer to support the compliance period.

Supporting Conflict Resolution as a First Party:

As Kin leaders and during your daily lives you will undoubtedly be immediately involved in conflicting situations. In addition to having an appreciation for a successful resolution process it is helpful to have a basic understanding of effective communication techniques. In addition to emotions perceptions are often a culprit causing communication breakdowns. Below are a few points that can support you as an effective communicator in the course of resolving a conflict.

Steps in Treating Perceptions in Conflict Resolution: Understand Then Be Understood:

First, try to see the situation from the other person's perspective. You do not have to agree with their perceptions of the situation. But it is important to understand what they think and feel, and why they think and feel as they do. Identify and understand their needs, interests and concerns. Be able to articulate your own points during communication.

Second, don't presume you know what the second party's intentions are based on your own fears. It is common for people to assume the other person will do just what we fear they will do. This sort of suspicious attitude makes it difficult to accurately perceive the other's real intentions; whatever they do you will assume the worst. Instead enter into the negotiation in good faith, ask questions, clarify intentions and reiterate back what you believe heard.

Third, avoid blaming the second party for the problem. Blame, even if it is deserved, will only make the other person defensive. Even worse, they may attack you in response. Blame is generally counterproductive. Use "I" statements instead of "you" statements. For example, "I dislike it when I am not provided an opportunity to share my ideas during meetings. Verses, "You take over the meetings and never let anyone speak or share their ideas."

Fourth, discuss each other's perceptions. Explicit discussion of each side's perceptions will help both sides to better understand each other (see the first point). And discussion will help each side to avoid projecting their fears onto one another (see the third point). Also, such discussion may reveal shared perceptions. Acknowledging shared perceptions can strengthen the parties' relationship, and facilitate productive negotiations.

Fifth, seek opportunities to positively change the other person's misperceptions. That is, try

to conduct your behavior and communicate in a manner that will defuse the other person's worst beliefs and expectations about you. Just as it is important for you to have an accurate perception of the second party, it is also important for them to have an accurate perception of you. Negotiating in good faith and verbally committing that your intention is to achieve a win-win situation can be the first step in altering the person's negative or inaccurate beliefs about you. A positive experience and amicable agreement can help to change both parties' beliefs often improving the relationship.

Sixth, both parties need to be accountable for the outcome therefore both parties need to equally participate in the negotiation process. If one person does not feel involved in the negotiation process, then they are unlikely to ensure a successful outcome. Conversely, if they feel that the process is in part their process, then they are more likely to accept its conclusion as their conclusion ensuring a successful long term outcome. If the negotiation appears to be unbalanced based on skill or personal comfort suggest bringing in a third party for support.

Seventh, make your proposals consistent with the principles and self-image of the other person. All the parties in a negotiation need to be able to reconcile the agreement with their principles and self-image. That is, they need to feel the final agreement does not compromise their integrity. Proposals which are consistent with each parties' principles and do not undermine self-images are more likely to be accepted.

The Objects of the Association are:

To promote and direct service work through fellowship amongst its Clubs and their members, to the end that:

- 1) members of the clubs may enjoy personal development through the Association;
- 2) they may be improved and educated in modern business and professional methods and ethics;
- 3) the involvement of all in the enrichment of their community may be stimulated;
- 4) a spirit of co-operation, tolerance, understanding and equality among all nations and peoples be fostered and that unity of thought and purpose throughout Canada be established toward this goal; and
- 5) they shall serve their community's greatest need.

SONGS		
The singing of the Kin song is a tradition that has been with Kin since our earliest history. Traditionally the Kinsmen, Kinette or Kin song is sung at the beginning of a meeting.		
Kinsmen	Kin	Kinette
Here we are, together once again One and all a happy bunch of men Leave your cares and worries for a while Let your face break forth in smile Look around, grab someone by the hand They're your friends, the finest in the land Now all set, let's shout to beat the band Kinsmen, Kinsmen, Kinsmen	Here we are together once again One and all a happy bunch of Kin Leave your cares and worries for a while Let your face break forth in smile Look around grab someone by the hand They're your friends the finest in the land Now all set, let's shout to beat the band Kinsmen, Kinettes and Kin	Here we are, together once again Happy in the family of Kin We've forgot our cares and worries too Kinettes we've work to do Each of us will help to bind the ties So, the heart of Kin will never die One and all, let's raise our voices high What do you say? Kinettes, Kinettes, Kinettes

GRACE		
Kinsmen, Kinette or Kin grace is said prior to any meal during a meeting, event, conference or convention. It is said as a way to remind all present for the meal how glad we are to come together in the spirit of giving and we are thankful for all we have been given as a result of being a member of the Kin family.		
Kinsmen	Kin	Kinette
Happy to meet Sorry to Part Happy to meet again For what we are about to receive O Lord make us truly thankful Amen	Happy to meet Sorry to Part Happy to meet again May the Lord make us true Kin? In our thoughts and deeds And make us truly grateful For the food we receive Amen	May the Lord make us true Kinettes In our thoughts and deeds And make us truly grateful for the food we receive Amen