

KIN CANADA



Successful Club Manual

2015 Edition

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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.

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1 PLANNING YOUR YEAR

1.1 TIME LINE

The Club Executive members need to be aware of the important dates and deadlines in the upcoming Kin year. It is recommended you enter these dates into your calendars / phones / I-Pad / Computers / day timers etc.

DATE	EVENT
Jul 01	Start of Kin Year
Jul 15	Accredited Delegate form due at National
Aug	National Convention
Sep 30	First dues billing based on club membership as of this date
Oct / Nov	Fall Leadership Conference
Nov 15	File Insurance forms, pay National Dues 1 st billing
Dec 31	File T2 (for previous Kin year) + Change of officers (for current year)
Jan 03	Anniversary of Hal A Rogers birth date
Feb 20	Kin Anniversary
Mar 31	Second Billing based on club membership as of this date
Mar / Apr	Zone Conferences
May 15	Pay National Dues 2 nd billing
May	Great Strides Walk for CF
Jun 15	File Club Annual Report (you should track service hours and service dollars throughout the year.)
Jun 30	End of Kin Year

- Due to the uniqueness of each District – the District dues deadlines have not been entered. Please enter now.
- As the dates and locations for your Fall Leadership, Zone and District conventions and the Great Strides walk are known – please update

2 TO FAIL TO PLAN IS A PLAN TO FAIL

Kinsmen and Kinettes have numerous general meetings and executive meetings, any number of committees to form, plus special events to run in the next 12 months. Planning is essential required to ensure the upcoming Kin year is a success.

The key to success is the club Executive. These members have been elected to their positions; some members may bring years of experience, others may have taken on the role for personal development. Regardless, it is critical all members attend the Club Executive Seminar that is offered by your District. The only constant in our lives is change, and Kin is constantly evolving and improving. The way things were done last year, may not be the way we need to do things this year. Even the most experienced member will learn something new by attending this seminar.

Most important, the seminar will teach the club executive how to operate as a team. Everyone must understand the roles and responsibilities of each member of the team in order for it to function as one. The seminar will help you with the planning for your coming year.

Often a new president is keen and will take the initiative to appoint people to committees. However, a wise President will consult with the members of the Executives before doing this. These appointments require a great deal of thought. The club should try to get a mix of new and older members to chair the committees. An older member might surprise you with renewed enthusiasm, where a new member might show you skills that nobody knew were there.

Most clubs have ongoing projects that require a new chair each year. In some clubs these prestige appointments are vied and maneuvered for. In other clubs everybody hides when it is time to fill committees. Whatever the case is in your club, try to get the best suited person for the project at hand. Put personal feelings behind you.

Try to fill all the committee chairs at the beginning of the year, even if the project is late in the year. This enables the club to share the workload and allows the chair to organize his or her project at his or her own speed. Advise the chair to allow for flexibility in appointing people to their committees. This way as new members join your club, they will be join committees already in place. This is an important part of a new member's development.

The President should meet informally with each of the executive members prior to the first actual executive meeting. This way they can discuss their priorities, and what can be expected of each other. It may be necessary to smooth over any post-election resentment that may exist. Emphasize the team approach. The President comes to the position with preconceived objectives. These may need to be adapted after speaking to the team. Get everyone pulling in the same direction - "Grow. Learn. Make friends. Have fun.

If a president sees or senses problems or potential issues, act on them right away. This is where the past president or your deputy governor might be able to help. Iron out any

executive problems as early as possible. This is your team and you will need its support all year long.

The Executive and the club will have many meetings to in the year. With planning, each meeting can be fun and run efficiently.

Some clubs like to provide a theme for each meeting. The theme list should be circulated at the beginning of the year. Ensure it is flexible enough to alter the theme if a better one comes along. Some clubs have always had certain meetings at certain times (e.g. first meeting is bring-a-buddy night, second is budget night, etc.). If that is your club tradition, it is up to you to accept or start a new tradition. Many new club presidents and executives plan for months for their first meeting. Ensure your plan is flexible because in a democratic meeting, the members can alter the plan to a point.

The location (e.g. mystery night, meeting with another club, etc.), the meal, the guest speaker or presentation and the post meeting fellowship: ensure you have been informed of these plans prior to the meeting. In some cases other members or executive members will be responsible for the control of certain aspects of the meeting.

A printed agenda is the fishing rod that brings back the meeting if it has run too far out. Please refer to the section on planning your agenda. Successful planning results in a successful meeting.

2.1 ASSIGNING PRIORITIES

Members of the executive will be called upon to do many different things during the year. This is especially true for the Club president, for the “buck stops there”. Patience, experience, understanding and diplomacy will all be called upon by all members at different times and under varied conditions.

Because of all this, a very important needs to be considered – your personal priorities. Three things will be competing for your attention this year:

1. Your family;
2. Your job;
3. Your club activities.

These are in their order of priority. But there will be times when the emphasis must be temporarily shifted.

You are the one who must decide how much time you give to each of these areas, but because of the importance of this year, as president, we recommend you discuss your involvement with your spouse/partner, your employer, and with your zone representatives. With their assistance, determine what efforts can be reasonably expected of you.

Travel and time away from home are factors that should be discussed with your family. Always let them know where you are going, who you will be with and the phone number where you can be reached.

Be sure you discuss your plans for your "Kin year" with your employer. Keep them abreast of your activities periodically. During the course of the year, you may wish to utilize some resources the business has or you may wish to leave work early for a club activity or zone or district meeting.

Respect your personal priorities at all times. If you do, you will remember your year as club president as one of your most fulfilling years ever.

Finally, you may "jump" into your role as president with incredible vigor. That's great! However, remember you are a role model that others will look to. Should you create or represent a "time load" that others cannot accomplish, it may inhibit others from wanting to fill your shoes. In every activity you undertake, ask yourself these questions: Is this required? Is this a make work project? Is this something that helps our club and its members to "*Grow. Learn. Make friends. Have fun.*"?

2.2 DELEGATE

The President ensures that as many club members as possible have a hand in the effective running of the club. Such sharing of responsibility and authority can lighten your load while building team spirit and good morale.

Successful delegation helps everybody. It gives you more time; it increases club efficiency. It helps people develop skills and gain experience. It encourages a sense of team enthusiasm and responsibility.

Sheila Murray Bethel, author of "Making a Difference, 12 Qualities That Make You a Leader", recommends these steps for successful delegation. Begin by helping others to accept delegation of the project, idea, or goal through either "ownership" of it, or by encouraging and allowing them to fail in small ways as they build the skill to win in big ways.

All delegation involves some element of risk-taking and failure. If you will lead others by your own example, if you can tolerate failure as an essential part of advancement, so will they.

Six Steps to Productive Delegating

1. **Define:** Define the task clearly. Describe the results you want, not how to do the job. This gives people the opportunity to complete the task on their own.
2. **Guidelines:** Give guidelines to begin or follow. People may be unsure of how to begin. When you give helpful hints and guidelines, you help everyone perform at a higher level.
3. **Authority:** Give authority to accomplish the task. There is nothing worse than being given a job to do but not the authority to get it done. If it is an overwhelming job, assign it in stages.
4. **Monitor:** Monitor the tasks, but don't hover. Give people room to operate and the freedom to be creative and use their skill, talents and abilities to the fullest.
5. **Feedback:** Give feedback along the way. Ask how things are going, then give people the chance to express themselves. When they feel their opinions count, it is a lot easier to make "course adjustments".
6. **Reward and recognize:** Reward and recognize both effort and results. When you recognize effort as well as result, you keep everyone motivated with judicious praise.

Through skillful delegation, you expand your effectiveness and increase your base of loyal followers. When you can accomplish this, they will be right out there on the limb with you, ready to take on whatever you delegate and to live with whatever comes.

3 LEADERSHIP

Whether you are the leader of your club, or the leader of a committee there are skills that need to be used to be effective. As a leader, you must be able to set goals and priorities, plan, make decisions, manage time and resources and be a good listener. These skills can all be learned.

But to be effective, to get things done and to satisfy the needs of the people you are leading, you need certain other characteristics. These qualities are intangible, and can be learned not in the classroom but only in the workplace of life.

Leadership qualities have to be developed. They cannot be learned in the way that skills can be learned. Examine your leadership for five of these qualities.

Leadership Qualities

1. **Desire to lead by being out in front.** You are not afraid to be in the spotlight. You have a vision of the future.
2. **Strength to stand alone.** Do you know when you're right? This doesn't refer to stubbornness that refuses to acknowledge error. It's about a sincere inner confidence that your vision, your decision on an issue, is the only way to go.
3. **Understand people's needs.** As a leader you are sensitive to the feelings, responsibilities and needs of the people you lead. After all, you share the same feelings. Taking into account the points of view of your followers requires extra strength, because to do so often makes the decisions harder to reach.
4. **Desire to help others grow.** Do you find real pleasure in assisting others to improve themselves? Before responding "yes" to this question too readily, let's think for a moment of the situation in which we have a choice to make.

At one extreme, there are the cases where the improvement will benefit us; in the middle are situations where the other person's improvement will have no impact on us; and at the other extreme are the cases where we may appear to be threatened by the improvement. As a leader, you don't consider the effect the other person's improvement will have on yourself. You have the self-confidence to know that you can never be threatened by a friend, acquaintance or peer gaining more knowledge or expertise. You're well aware that you can only benefit from the improvement of anyone you can assist.

5. **Recognizing your own fallibility.** This may be the most elusive quality of them all. Many people have achieved greatness, only to lose it because of arrogance: Julius Caesar for being aloof from the people; Napoleon for believing that he could conquer the Russian winter; Richard Nixon for assuming he was above the law.

How difficult is it for us to recognize our own mistakes, and then to acknowledge them and use them for making better decisions. Michael Maccoby, in his book *The Leader*, says, “Only the most secure leaders with deep-rooted values of human development can open themselves to criticism and make use of it while in a position of power.”

What can we do to prevent our ego from being the instrument of our downfall? The direction is clear but hard to follow; be open to criticism, sensitive to people, and willing to change.

3.1 MANAGING THE DISCUSSION

Discussion has been described as a co-operative venture into serious conversation. Effective discussion is clearly essential if a committee is to do its job. These suggestions can help facilitate a committee chair to ensure effective discussion:

- Define the topic - note key words and what they mean in the context. Get agreement on what is to be discussed at the start.
- Ask questions that you think will get discussion going. Make a list in advance. If one question does not work, ask another.
- Keep on track - without being too rigid, try to focus discussion on the topic at issue.
- Use constructive tactics - the right question or comment can help direct discussion and guide participants in positive ways. Some examples:
- To cut off the wordy speaker: “While we are on this point, let’s hear from Joe or Mary”.
- To handle a question that you cannot answer: “I do not know. Who does?”
- To get past heated argument: “I think we know how Joe or Mary feels about this. Who else would like to discuss the issue?”
- To help the member who has difficulty expressing himself: “I wonder if what you’re saying is this...?”
- Summarize - to check needless repetition; to get back to the subject; to record progress to date.

Encourage general participation – the chair should remain in the background making suggestions rather than issuing directives; all sides should have their say; participation should be invited from non-participants.

An effective chair will have his or her best success in skillfully leading a group discussion by involving the members of the group. Some techniques that have been used successfully are:

- Having members express their thoughts or ideas in one sentence. This promotes clear, concise points.
- Using a show of hands method to determine support for different ideas and to decide how to proceed.
- Breaking into smaller groups for discussions and bringing conclusions back to the larger group.
- Also, brainstorming can produce some extremely creative and productive discussions.

3.2 CONFLICT DURING MEETING

The other area where a chair assumes a very important role in managing discussions is in handling conflicts that will often arise. There are five steps to follow:

1. Identify the problem
2. Collect the information about the conflict and ensure everyone understands it
3. Put forth possible solutions and their consequences.
4. Resolve the conflict without coercion.
5. Follow through with the resolution and be sure it is evaluated by everyone

3.3 DECISION MAKING PROCESS

The following are the four steps to making decisions as a group:

- Clearly define the problem to be solved.
- Determine the alternatives allowing all members to contribute without criticism.
- Explore the alternatives as a group determining the pros and cons of each.
- Once a decision has been reached, evaluate the outcome.

4 CLUB ADMINISTRATION

4.1 THE FACILITIES

A good meeting will only be as good as the facilities that are provided for it. Determine the type of meeting that is being held and be sure the facilities fit it. Comfortable surroundings will enhance any meeting. Be sure that all participants can see and hear clearly.

4.2 RULES OF ORDER

To ensure effective use of member's time, clubs need to agree to a set of rules of order in which to conduct its meetings. There are many options to consider. Many organizations use rules such as Robert's Rules of Order. However, these are complex rules and require years to learn. Kin have developed their very own set of Rules of Order. They are contained in the National Policies and Procedures Manual. These are the rules under which the business of our clubs, zones, districts, and national board of directors operate. Every leader in our Association should become familiar with them.

There are four basic principles for a democratic meeting:

1. Every member has equal rights to every other member.
2. The will of the majority must be carried out.
3. The minority must be heard, its right is protected.
4. Only one topic will be considered at one time.

For small groups, a less formal atmosphere is possible. This is useful for committees and executives. Consider the five following points:

1. A member has no limits on speaking to an issue.
2. Address to the chair is unnecessary.
3. Chair may propose motions, speak to issues, and vote from the chair.
4. Motions need not be seconded.
5. Certain actions can go forth without a motion.

These five points may be used as long as there is no violation of the four principles of democratic meetings. There are nine steps in the process of voting on a motion:

1. Moved by a member from the floor.
2. Seconded by another member from the floor.
3. Read by the secretary to ensure everyone understands its intent.
4. Each speaker must address the chair and may normally only speak once, except the mover who may speak first and last.
5. Changing the wording by adding or deleting words or by replacing with different words. An amendment can be then processed through these same steps.
6. Vote is called either by the floor or at the discretion of the chair.
7. Re-read by the secretary so the floor understands what is being voted on.

8. Vote.
9. Declare – carried or defeated.

Amendments must qualify under the following two criteria:

1. May not convert motion to its direct negative.
2. Must be pertinent to the topic of the motion.

A motion may be amended any number of times, but only one motion or amendment may be entertained at a time. An amendment may only carry one amendment.

4.3 HOUSE RULES

In addition to Rules of Order which assist a club in running its meetings a club should establish a set of house rules for the operation of the club. These house rules must still be consistent with the minimum guidelines set out by national or your district. The house rules may also give the clubs definition of terminology. For example the House Rules will further define the period of time and what qualifies to be a Notice of Motion.

A point to consider is that a club may have a set of by-laws and regulations that are registered with your incorporating body in your province and these by-laws would be the most difficult to change and are basically the "Motherhood" type issues your club feels are important. The method of changing these would be determined and set out in those by-laws as well, and you may want to solicit the aid of legal counsel when first revisiting them.

The second set of "regulations"/"policies"/"house rules" are the more lenient type of policies that a club may have, i.e. when and where club initiations are held; what type of club incentives are given to members, what format dinner meetings will be held in.

Setting the parameters for members in this lighter format will not seem so overwhelming at first and will help them to be familiar with the club's operating framework. The more formal regulations should also be part of their membership package so they can see the degree of responsibility your club maintains over its objects and aims. Education seminars can be held to increase awareness for established and new members alike.

House rules remain in effect until amendments are made. However, clubs are encouraged to complete an annual review of their club's House Rules.

4.4 CLASSES OF CLUB MEMBERSHIP

Active Members:

In addition to the district and national by-laws, policies and procedures, the club should consider any other regulations that will apply to active members of the club. A club may consider regulations that fall under the following topics

- Does the member need to reside and/or practice a vocation within the club territorial limits?
- In what manner will a member's resignation be accepted, and when does the club dissolve any responsibility for that member?
- How many meetings are a member required to attend in a fiscal year, and is there any method of earning accreditation for a missed meeting?
- When and how much club dues are to be paid and what methods of payment are accepted? Can a member be placed not in good standing for non-payment of dues, and, if so, when?
- Who may propose, endorse and approve active members? Conversely, how are members who do not meet the national, district or club requirements asked to relinquish their membership?
- Do you want to reiterate the duties of a member to national, district and zones and include additional duties to the club?

Best Practices:

- *Prospective members are expected to attend 3 consecutive meetings prior to being accepted into membership within the club.*
- *Prospective members are expected to attend 2 – 3 consecutive meetings and volunteer at one project prior to being accepted into membership within the club.*
- *Club develops a points system whereby members earn points towards a reduction in dues by attending and/or hosting meetings, working projects, attending zone, district, national conferences and conventions.*

Life Members:

In accordance with the General Operating By-law, clubs may apply to present one Life Membership every two years. A Life Membership is the highest honour the Association has to bestow on a member who has given service to the Association and his/her club for at least 10 years. An Active Life Member enjoys the same privileges as Active Members.

The process for nominating a member for Life Membership may be found at:

http://kincanada.ca/en/index.php/members/forms_requests/

Once a nomination for Life Membership has been approved, clubs should refer to the Life Membership Night Planning Guide found in this manual in Section 12 – pages

1. Active Life Members:

Are people who have received the Association's highest honor and have decided to remain active in their club. They carry all the same rights, privileges and responsibilities of Active members, but have the additional honor of being referred to as "Life Member"

2. Life Members:

Are people who have been presented with this honour. To qualify, the person must have been a member for at least ten years and who have served the Club and the Association in a manner deserving of outstanding honour. It is the highest honour we can bestow on a member. Life Members who are no longer active in the Association are not entitled to run for office, vote, or be covered by liability insurance.

3. Honorary Members:

In accordance with the General Operating By-laws with respect to classes of membership, a club may choose to include a classification for honorary members. The club must define what constitutes an honorary member and the following guidelines may be considered:

- Length of time a person may hold an honorary membership
- Exactly what privileges of the club the person will be entitled to
- What procedure will be used for nominating an honorary member
- Will there be a maximum number of years a person may be nominated as an honorary member?
- Will the member be subject to the same rules of conduct as active members?
- Should honorary members be allowed to chair projects and what is the club's liability and insurance policy?

Keep in mind that only active and active life members may hold office. In order to hold office, members must be registered with Kin Canada.

4.5 CLUB ELECTIONS

Every year between April 1 and May 15, the clubs must hold an election for the new slate of officers to serve on the executive. The newly-elected executive will take office on July 1st.

A nominations committee is appointed. No member of the current executive, with the exception of the immediate past president, may serve on this committee. It is their job to find at least two candidates for each position. The nominations are presented at the regular meeting preceding the election night meeting. After the presentation, further nominations, which must be moved and seconded, may be received from the floor.

On conclusion of this meeting, further nominations may be received up to five days prior to the election meeting, but the nomination must be accompanied by a petition signed by at least five club members. At this time, nominations are considered closed and no further nominations will be accepted. The only exception to this rule, is when no nominations have been received for a particular office. In this case, nominations will be received from the floor on election night.

The officers are then elected in the following order: president, membership director, vice-president, secretary, treasurer, and other officers. Ballots for each office shall be received, counted and reported before proceeding with the election of the next succeeding office. An unsuccessful candidate may be nominated for any other office for which the election has not yet taken place.

It is highly recommended that no member hold more than one position on the club executive. This helps share the work load and create an executive “training and feeder” system.

Elections shall be by secret ballot and the winner for all positions other than director must obtain a majority vote. For example, if there are three candidates for the position of president, and no one candidate obtains a majority of votes on the first ballot, the candidate receiving the lowest number of votes is dropped and another vote between the remaining two candidates is taken. Directors are elected using a plurality vote, that is to say the candidate(s) receiving the largest number of votes shall be elected. Members of the executive cannot be granted a leave of absence. If a vacancy on the executive occurs for any reason, the executive may appoint an officer to fill the position until such time as an election may be held.

4.6 YEAR END TRANSFER OF POWER

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.

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 Kin Canada club officer roles change, 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.

As a club officer, you are in a position to help not only the person who follows you be prepared for the challenges he or she will face, but also the other club officers who may be facing similar "transfers of power."

Tips to help your club:

Encourage other officers to consider the impact of not providing their successors with the tools they will need to carry on the work of the club and the community it serves.

Tasks to Ensure an Orderly Transfer

1. Once you have made the commitment to work toward providing an orderly transition to your successor as well as assisting other officers, you will need to develop a list of items that you will address as your time in office progresses.

Tips to help your club:

*To help ensure an orderly transfer of power to your successor, you will want to begin with the end in mind. One way of doing this is to create a list of tasks that you can perform throughout your term of office. You may choose to make copies of the form, "**Begin with the End in Mind**" at the back of this document. This form can serve as a model for the types of tasks you will complete. Examine each of the four categories and list the items under each category that you feel are important and that you will provide. Some suggestions are:*

Keep these records

- Monthly Membership Reports
- Accounts
- Club Officer Reporting Form
- Travel and administration Expenses

Create a spreadsheet on

- Reports
- Membership
- Accounts
- Activities

Create an End-of-Year Checklist including

- Club books and records
- Lists of all members
- Pertinent club records and files

Schedule "State of Club" meeting to discuss

- Pending business
- Outstanding bills
- Work in progress

During your term of office, revisit this form periodically to make sure that you are keeping up with the commitment you made to an orderly transfer.

Encourage other club officers to make a similar effort to ensure an orderly transfer and a continuation of service to the community.

Begin With the End in Mind (Clubs)

- 1) Keep these records organized and current throughout the year:
- 2) Create a spreadsheet on your club's status in:
- 3) Create an "End of Year" checklist including:
- 4) Schedule a "State of the Club" meeting with new officers.

4.7 PROJECT PLANNING AND REVIEW

The process of planning projects, reviewing the success of these projects and the tracking of service hours is an important part of a club's annual cycle. Project review is most effective if it occurs immediately following the completion of a project. Examples of **Project Summary Reports** can be found in the Appendix to this manual. In addition, it is recommended that clubs complete an annual review of all projects to determine if the projects should go forward in the following year. A **Project Worksheet** is included in the Appendix to this manual and can be used to review projects at the end of the Kin year.

Best Practice:

- At the completion of each project, the project committee conducts a review of the project and submits a Project Summary Report to the club. Project Summary Report is kept on file for future reference.
- An annual review of all club projects is completed in June or September to determine the future of all projects (general, service, casino, bingo, etc.)

4.8 AUXILIARY BODIES

Each club is responsible to the National Board of Directors for the auxiliary clubs (K-40 and K-ette) and must ensure that these clubs are functioning in a manner that is not contrary to the *General Operating By-laws*, district regulations or any club stipulations. Some points to consider are:

- How would your club react to a K-40/K-ette club sponsoring a function/fundraiser independently of the parent club?
- Do you have an active roster of your K-40/K-ette members?
- Do you require a liaison between the auxiliary clubs and your sponsor clubs?
- What channel of communication exists between the auxiliary and sponsor club and what protocol is used when requesting help on projects?

4.9 PROPERTY OF THE ASSOCIATION

All material or services provided by the Association are and remain the property of the Association. With current privacy laws in effect across the country, you must receive consent from members before distributing membership rosters.

4.10 CORPORATE STATUS

Reporting Corporate Status to National: Within six months of a club's incorporation anniversary, each club will be responsible to submit to National Headquarters proof of current incorporation status. In provinces where available at no charge, clubs are to submit a Certificate of Status or a Confirmation of Receipt. If these documents are not available free of charge, clubs are to submit the first page of their annual return and/or any filings with their provincial Ministry.

Maintaining Incorporation Status

- Clubs are required under Kin Canada's By-laws to be incorporated, and to report Incorporation as well as any instances of default or revocation of their corporate status.

- Incorporation protects the individual members of the club by making it a legal entity. This gives those members a measure of protection in the event of prosecution or legal liability as a result of a contractual obligation incurred by the club.
- Once incorporated, the club is legally obligated to stay current with filings to its province.
- It keeps them active in their Provincial Registry; each club is a provincial corporation under the laws of their home province or territory.
- It is a mandatory requirement of the Outstanding Club Award and a part of the Outstanding Zone Award

What Happens If They Don't?

- If not incorporated, individual members are personally at risk financially if the club ever has any actions or claims brought against it.
- If corporate requirements are not fulfilled, their province can place the corporation in default and eventually revoke corporate status.

5 REPORTING FORMS

These forms are some of the most important documents that our Association has. They are sent to the club executive from National Headquarters to obtain information about the club and its operations. Information requested includes the number of hours and dollars donated to the community and the addresses of the club executive for mailings.

Besides helping to assess membership fees, information from the membership fees billing form also helps in formulating membership statistics for the Association. The growth of each club can be charted and, if there is any significant decline in membership, steps can be taken to try to rectify the problem. Membership statistics are also of value to our Association's administrators to determine if their budgets and goals are in line with membership.

The membership fees billing forms are also accompanied clubs' rosters, showing members' information. If there are any errors in the addresses, they should be updated immediately, as these are used to send the members KIN Magazine and many district newspapers. You should stress in your newsletters that club presidents should carefully check over the address list, as wrong addresses can leave members uninformed and waste a great deal of time and money.

5.1 NATIONAL DUES BILLING

Clubs are assessed for their membership as of September 30 and February 28th of each year. The club can choose one of two options: pay the amount in full or choose to pay in installments. The dues billing is based on the national budget approved by the delegates who attend National Convention in August.

5.2 NEW MEMBER'S REGISTRATION FORM

The new member registration form is of vital importance to our Association as this is the only way to add new members to the official club's roster at National Headquarters. When National receives a New Member Registration Form with payment for the New Member Registration/Kit, his or her New Member's Kit, including a standard name badge, is sent out as soon as possible, directly from our supplier.

5.3 MEMBERSHIP STATUS REPORT FORM

This form is used to re-activate or de-activate a member; change member's information or change to Life Membership status. It's imperative that you make every effort to ensure the accuracy and completeness of this form since we use the information for various communication pieces from National to the individual members, including Kin Magazine print issues.

5.4 MEMBERSHIP APPLICATION FORM

The membership application form replaced the Proposal for Membership form and is for the club's use only.

5.5 ANNUAL CLUB REPORTING FORM

Clubs are requested to complete the club's Annual Club Reporting Form and return it to National Headquarters by June 15 each year. This form is used to obtain vital information about the club (i.e. incoming president, meeting days and time, service dollars raised, etc.) and some of this information is needed for the Association's Annual Report.

5.6 ANNUAL CLUB INSURANCE REPORTING FORM

Clubs will receive the Annual Club Insurance Reporting Form from the National office in October. All clubs are required to complete and **return the form to National Headquarters by November 15.**

This form is used to gather information regarding events, contracts and properties. The information will give our insurer's a picture of what they are insuring, it allows us to determine the kind of insurance that is required to properly insure kin events and it shows are insurer's that we have good risk management planning in place. The information gathered also helps the National office in determining the kind of research/information we need to provide clubs to ensure safe events. National will provide each District with a Risk Management Update on a regular basis to inform the Governors and District Risk Managers of the status of their clubs in regards to meeting this requirement. This information is to be passed on the Deputy Governors for follow-up with their clubs.

How to fill out your Club's Insurance Reporting Form Update

The form is based on what your club expects to be relevant for the year of the update. Therefore the Insurance Update 2014 will include projections of club events for the year 2013-2014. ***Keep in mind that the events indicated on this form are not automatically covered by our insurance policy.*** Please ensure that all necessary steps are taken to ensure your event is covered.

Club Address and Contact Information

The address listed should be your club's mailing address. It is preferable not to use a member's home address for consistency and privacy issues. Make changes where needed. The person that fills out the form should be the contact for your club, **either the President or the Club Risk Manager.** Therefore if any clarification is needed the proper person is contacted by

National. **If you have indicated the name of the club's President as a contact person please complete the Club Risk Manager section.**

Club Business number

Your club will now be asked to provide the club's business number. The business number is the number used when filing the club's income tax.
Sections 1 through 7

The information listed in each of the sections was the data supplied for the year 2012/13. Each of the sections must be reviewed to determine if changes need to be made to reflect what your club expects to do for the club year 2013/14.

- Please ensure that the information indicated on this form is correct and accurate.
- If there are no changes for a particular section please check the "Changes: NO box".
- If there are changes please check the "Changes: YES box ". You can cross off events that will not take place, add or delete specific information or add new information in the area provided in each section.

Section 8

Corporate Status Update: Please make sure you provide the missing document or an explanation as to why the document is missing. Club's that have a no beside 2013 could risk losing insurance coverage and have their charter suspended. Please see the attached document for more information.

Liquor Functions

This section deals with the projected number of Liquor Functions your club will be responsible for during this calendar year. Liquor functions that need to be reported are functions in which the club is responsible for a liquor license and or the serving of the alcohol. Liquor served by a local restaurant during a function or club meeting is not the clubs responsibility therefore it does not need to be reported. Please report two numbers – one for Member Events and one for Public Events (see Sections 3 & 4 for details on the difference between the two).

Clubs are now required to provide their total liquor revenue from all their liquor events for the 2011-12 Kin years. Please indicate the gross amount.

Club Contract Information

This section deals with any contracts your club may have with a Third Party (i.e. rentals, bingo licenses, leases). Please make sure that the information listed under Club Contracts still pertains to your club.

Member Events

This section deals with any events your club holds where only members and/or member's families attend. (I.e. club meetings, family Christmas parties) Please make sure the information listed under the Members Events is still current.

Public Events

This section deals with events your club holds where the Public is involved (i.e. dances, bartending). Make sure to state whether your club operates and/or sponsors the event.

- Operating an event means that your club organizes (or helps organize) and runs (or helps to run) an event or activity that involves the public.
- Sponsoring an event means that your club is contributing financially to make it happen (i.e. giving money to a Minor Hockey team for them to buy jerseys, or paying for a Public Skate hour).

Please make sure the events listed under the Public Events Section are still current

Note: A Public event can be both operated and/or sponsored.

Club Property Information

This Section deals with any Property your club owns, rents or leases (including: no charge rent, sponsored, operated, managed, or controlled). Also listed are any assets that your club has donated or sponsored in the past.

If there is any Property listed here that your club no longer owns, leases or rents please cross it OFF the list. If your club has changed possession of the property (i.e. no longer rent but now own the property) please make the proper changes.

If your club OWNS or LEASES any property your club must have Liability Insurance for that Property (\$2,000,000 coverage with *Kin Canada* named as Additional Insured) and must send a Certificate of Insurance, stating such to National Headquarters with the form.

Under the NEW Club Property Information, list any new acquisitions to your club. Make sure you check all applicable boxes.

- **Facility Managed by Club** – Your club manages the property on its own (maintain, etc.).
- **Facility Co-Managed by Club** – Your club shares managing responsibilities with a third party.
- **Third Party** – If a third party is involved in any aspect of the property ownership/management) please list them here.
- **Facility only Sponsored by Club** – Your club only gives money towards the equipment/property.
- **Rents or leases to Third Party**- Your club rents or leases the property to third parties.

- **Club Liability Insurance** – If your club owns or leases the property, you must have liability insurance on the property.
- **3rd Party Liability Insurance** – Your club is covered under someone else’s insurance for this property (i.e. the Town has insurance for the building you lease a room in, naming you and Kin Canada as additional named insureds).
- **Club Included** – If a third party has insurance on the property, your club must be named as an additional insured under their insurance. This is important if your name is on the property but you do not own it.
- **Certificate of Insurance Attached or Sent to HQ** – For every owned or leased property, attach a Certificate of Insurance (whether the insurance is carried by the club or by a 3rd party).
- **Annual Inspection** – Do you plan to or did you have the property inspected for the update year.
- **Copy of Inspection Sent to HQ** – Have you forwarded a copy of your inspection report to National?

Asset Information

This section deals with any Assets your club donated or sponsored to a third party. Please specify if your club donated or sponsored the Asset.

- **Donation** - A one-time gift to a third party (your club actually bought the asset and donated it). An Asset Transfer Waiver is required.
- **Sponsorship** – The giving of money towards the purchase of an asset by a third party (meaning your club did not buy the asset for them). A Sponsorship Waiver is required.

For a copy of any Waiver please review the Step-by-Step Risk Management Guide or contact the Risk Management Coordinator at headquarters. **We recommend that you send the original Waivers to National HQ and keep a copy for your club files. This will allow for the safe keeping of the document.**

Club Vehicle Information

This section deals with any vehicles your club RENTS (whether for a fee or at no cost) for club purposes. Under the New Club Vehicle information please put down the number of vehicles and the reason why your club plans on renting said vehicles for the current update year

Corporate Status Update

Please review the information indicated on the form to ensure that we have received your club’s proof of filing for each year. If no appears beside the year of filing please submit your proof of filing for the missing year(s) with your insurance reporting form by November 15th. Currently all club’s must have 2012 reported to National by November 15th.

Certification:

You must sign the form to certify that you have reviewed and completed it to the best of your ability. Once completed please forward by November 15th to National Headquarters.

6 MEETINGS

6.1 PURPOSE OF MEETINGS

Objective of a Meeting

The objective of holding a proper meeting is to ensure due deliberation and orderly discussion of every question.

Address to the Chair

The address to the Chair shall be: “President _____ and fellow Kin”, or if there be a nominee of the President presiding, “Chair _____ and fellow Kin”. In the interest of expediency, national officers, dignitaries and guests will be recognized upon their introduction only, and thereafter it shall not be necessary to address the chair otherwise than as mentioned previously.

Minutes

In order for a meeting to transact business, it is important establish that there is a quorum present.

- (a) General Meetings: A majority of the active and active Life members constitute a quorum for the transaction of business at any special or regular meeting.
- (b) Executive Meetings: A majority of the members of the executive constitute a quorum for any meeting of the club executive.

Should the members in the room fail to meet quorum at any time due to the departure of members – official business must cease until quorum is again achieved.

The minutes of a meeting are the official record of the club, and great care to detail is required when taking minutes to ensure they accurately reflect the actions taken. Minutes are not a verbatim of every word said during the meeting. The minutes need to accurately reflect the actions taken.

The minutes should identify the date, time and venue of the meeting and a list of those members present for the meeting should be attached. The person taking the minutes should have a copy of the agenda and sit beside the person in the chair.

The minutes must accurately reflect the exact wording of all resolutions, and amendments. The people moving the motion and seconding the motion must be identified. The end result of motion (passed, passed as amended, defeated or tables) must be clearly stated.

In order to become official, the minutes with all attachments (if there is a reference in the minutes, it needs to be attached. For example, the list of attendees, reports presented etc.)

Must be presented and accepted at the following meeting. This motion is often dealt with early in the agenda at the discretion of the chair.

The chair will call for the minutes to be read by the secretary, or alternatively call for someone to move that the minutes be accepted as published only if the minutes have been published in their entirety. The motion to accept the minutes requires a mover and a seconder. The chair then asks for any errors or omissions. It is not proper procedure to raise discussion of a policy or question when attention is called to an error in the minutes. Remarks must be made only with reference to the particular error. Once the motion to accept the minutes has passed, they become an official record of the club.

Only the Executive can accept the minutes of an executive meeting and only the General membership can accept the minutes of a general meeting. However, the general membership should ratify the Executive minutes – which basically indicates they approve and sanction the actions taken by the Executive as indicated in the minutes. The Executive are only empowered to act according to the club House Rules and the Associations General Operating By-laws.

MINUTE BOOK RECOMMENDATION

It is recommended a club compile all General and Executive minutes for each Kin year into one single file, complete with a table of contents. This places everything that happens in a Kin year in one file (the actions that a club approves, reports, budgets etc.) It also facilitates the long term storage of a club's minutes and allows for quick searches for motions etc. By having everything in one file will help the club auditor / reviewer confirm all financial transaction.

6.2 CHAIR OF THE MEETING

- Because Kin often relaxes the parliamentary procedures during Executive meetings, the President should chair the Executive meetings and get his/her points across. In Kin, traditionally the President also chairs the General meetings, however, because we follow parliamentary procedures more rigorously in General meetings it is often advisable someone else, such as a Vice President chair the General meetings. This allows the President to comment on all business without the need to disrupt the meeting by “passing the gavel”. It is hard to convey the message of impartiality if the chair “passes the gavel” and speaks to or against a motion, then takes back the gavel. The perception of being impartial when chairing a meeting is very important.
- It is important for a chair to have a thorough understanding of the Association's Rules of order, and to use them wisely and with good judgment
- Must prepare for the meeting by having a planned agenda and knowledge of all arrangements for the meeting.
- Always ask for additions to the agenda.
- A motion to approve the agenda approves the items on the agenda – not the order.

- A good chair normally follows the agenda, but understands there will be times when flexibility in the order may be required. If a change is required it is polite to ask the members for their “leave to change the order of the agenda” and explain why. This is not put to a vote.
- A good chair understands the audience, and must be able to read the room. If discussion is getting bogged down, the chair needs to take leadership and get back on track.
- If private discussions are being held, the chair must politely ask those members to table their discussion, and join the club’s discussion. It is not a good idea to use sarcasm during the meeting.
- A good chair must be able to motivate the members by ensuring they know their purpose and responsibilities.
- The chair must ensure the members are aware of the topic being discussed, and the intent of the discussion.
- The chair must keep the discussion on topic.
- If a motion is dealing with finances, the chair must ensure all members are aware of the clubs financial position.
- Must be able to plan by assessing current situation, establishing goals, and determining how they can be met through consideration of alternatives.
- Must remember that meeting leadership includes establishing the rules, following the agenda, involving all members, and managing the discussions.
- Should always ask for evaluations from the members as well as evaluate every meeting himself/herself.

6.3 AGENDA

An agenda should be prepared in advance for executive and general meetings of your club. Preparation of the agenda is usually done by the secretary with input from the president. It will outline the basic framework for the meeting itself and provide a source of reference for later consultation. The agenda is flexible and may be changed at the discretion of the chair. The chair will always ask for additions to the Agenda before starting the meeting.

An agenda is an outline of the points to be handled at a meeting. It is generally set up in the order in which the points should be handled. It should be circulated to all those expected to attend the meeting a few days in advance. Circulation prior to a meeting allows participants to prepare for it by reminding them of the meeting, identifying important items for discussion, ensuring important business is not forgotten and giving them an opportunity to become focused on the issues in order to contribute to the discussions.

When reviewing your agenda consider:

- Is the head table planned?
- Is there to be a guest speaker? Has the speaker been reminded? Does the speaker have audio-visual needs? What is the projected time of the presentation? Will the speaker want to leave right after the presentation? Who will introduce the speaker and who will thank the speaker and present a gift (if appropriate)?
- Have members giving reports been checked for readiness?

- Have any motions coming to the meeting been distributed either in the bulletin or with the agenda?
- Has any old or new business item(s) been submitted?
- Have you prepared any announcements or coming events information?
- Is the goal to “*Grow. Learn. Make friends. Have fun.*” in evidence?

In addition to preparing the agenda, someone, usually the Registrar, will also ensure the housekeeping parts of the meeting are looked after:

- Is the meeting location in readiness?
- Is the meal ordered in quantities sufficient to satisfy the expected numbers?
- Are the regalia in place?
- Are there guest badges available for guest and visiting Kin?
- Has the bar been arranged?
- Has the “after meeting fellowship” been planned and has some member been designated to do it?

The minutes of the previous meeting provide a handy reference guide to producing the agenda for the next meeting. When doing this in preparing the agenda

- Review the New business section of the minutes. All items that were actioned are now removed from the agenda. Any item that was tabled or no action taken is moved to OLD BUSINESS.
- Notice of motions are read and recorded either in the Reports or Announcement sections of a meeting. If you have a Notice of Motion – it is automatically move it to the NEW BUSINESS

You should also review the Executive Minutes to see if there are any other business items that should appear in the agenda.

A sample agenda of a General meeting includes:

- Call to order
- Opening ceremonies – O Canada; Kin Song; Objects; Toast, Grace, introduction of guests*
- Appointment of Rules of Order*
 - Rules of Order chair may now appoint a Sergeant at arms whose job is to help maintain control during the meeting
 - A mystery kin may have been secretly appointed prior to the start of the meeting. The purpose of a mystery Kin is to identify and fine members who did not shake his / her hand.
- Registrar's report – is there quorum?
- Adoption of the agenda
- Secretary's report
 - Approval of minutes of previous meetings
- Treasurer's Report
 - Approval of the report
- Committees Reports
- Old business
- New business
- Mystery kin report*
- Draw Report*
- Sergeant at arms report*
- Good of Kin
- Announcements
- Adjournment

* - The Executive meeting agenda is the same as the general meeting agenda with the exception of those items indicated with an asterisk.

Some of the things to keep in mind when planning an agenda are:

- The Canadian and the Associations flag should be prominently displayed.
- The early part of the meeting is the liveliest and creative, so key items should be placed here.
- The atmosphere of the meeting can be influenced by the order in which items are dealt with. Starting with items that bring members together will lead to a more productive meeting.
- Timing items on an agenda is very important
- Provide an opportunity at the beginning of the meeting to review and amend the agenda as necessary.
- Send the agenda out at least 3 – 4 days before the meeting and ensure the minutes and the Treasurer's report are attached to the agenda so that members can review prior to the meeting.

6.4 EXECUTIVE MEETING

Your executive meetings offer you the continuing opportunity to build and sustain a positive, unified and enthusiastic club management team. Productive executive meetings include these key elements:

- Carefully planned agenda – Have a complete meeting agenda prepared in advance, preferably in time to be forwarded to everyone attending the meeting. Include minutes of last meeting, officers' reports, membership review, activities review, and agenda for next general meeting and old and new business review.
- Parliamentary procedure – following parliamentary procedure is important, but often the rules are somewhat relaxed during an Executive meeting, which often acts like a committee. The chair may express opinions during an executive meeting.
- Pace – Keep the meeting as short as possible.
- Participation – Have a report from every executive member. Participation stimulates unity and enthusiasm.
- Membership growth review – Monitor your membership budget/plan. Is it on target? Check on new and potential members and membership renewals. Discuss additional ideas to encourage membership growth.
- Review your year's action plan – Is it on target? Are there problem areas? Are there additional requirements?
- Prepare the general meeting agenda – Discuss business to be done and agree on individual or committee responsibilities.
- Allow for input - new ideas, beefs, help needed and help offered and any brainstorming. Ensure the opportunity to *“Grow. Learn. Make friends. Have fun.”*

6.5 MOTION BLANK

Moved by _____ Seconded by _____

Carried Defeated

AMENDMENT

Moved by _____ Seconded by _____

Carried Defeated

MOTION BLANK

Moved by _____ Seconded by _____

Carried Defeated

AMENDMENT

Moved by _____ Seconded by _____

Carried Defeated

7 COMMITTEES

7.1 AUTHORITY & RESPONSIBILITY

Committees allow for the delegation of responsibilities and the direction of activities, services and programs at every level of our Association. They are an important element in the organization and direction of KIN to achieve our goals of social activities and service.

Committee responsibilities include:

- Plan and conducting of meetings, social activities, projects, liaison and special events;
- Maintenance of records, accounts, histories, registers and other informational resources;
- Report on work in progress;
- Direction of club talents and energies; and
- Fulfillment of directives from club executive.

Organization

Committees are appointed by and report to the club executive. Chairs are appointed, after consultation with the executive, by the president. Members are appointed, after consultation with the chair and the executive, by the President.

Executive members may be involved directly or indirectly with committee activities (treasurer, secretary, etc.).

Individual committees have their own officers as required by their functions: chair, treasurer, secretary, and so on. Committee size is also a factor of function, ranging from a single member, to six, 10 or more for major projects. After a membership of seven or eight is reached, committees are often divided into sub-committees so that focus and operating efficiency can be maintained. Each sub-committee has its own chair.

Traditionally there are two types of committees: standing committees are responsible for projects that are repeated each Kin year (Nominations committee; budget committee, perhaps bingo committee etc.) and special committees which are formed for the life of a project or activity, usually less than one Kin year.

Some standing committees - such as the budget and program committees - work in close co-operation with members of the executive holding responsibility in their area – treasurer, president, and so on.

Committee members may be drawn from the membership as a whole, from club, zone, district or national executives or, in special circumstances involving special knowledge or co-operative activities, from a mix of Kin members and non- Kin member sources. Kin member

appointed bodies, however, are bound to report primarily to a Kin executive. The range of potential committees is extensive. Members often serve on multiple committees.

Committee Selection

The president should make his/her own selections for committee chairs, then discuss them at a meeting of the whole executive. Care should be taken to fit properly qualified members to each chairmanship, with particular emphasis being placed on the following characteristics - willingness, adaptability, leadership, experience, availability and interest.

Considerable thought should be given to whether or not new members should be appointed to committee chairs. While it may not always be wise to appoint a new member as chair, it is certainly not fair to always place older members in such positions. The seasoned members could easily be “mentors” in these situations. These questions can help in the selection of committee members:

- Is special knowledge, experience or talents required?
- What is the member’s past committee record?
- Does the member have sufficient time?
- Will the member work well with others on the committee?
- Is the member interested in the committee’s activities?
- Does the member have equipment and resources needed for the committee?

Committee Reporting

Committees should start by developing a committee project proposal report. Even if the project is an annual project, it is always wise to develop and submit the project proposal report as it will require the committee to review and determine if changes are needed. A sample of this form can be found in the appropriate reference manual.

The report is submitted to the executive for their consideration and approval.

If the project requires club approval, this is the opportunity for the Executive to review how the project fits into the clubs overall plan, and to help the committee by asking questions and improving the report if needed.

Once approved, the committee may start work based on the approvals contained in the project proposal. The committee should make regular report to the executive, who in turn may decide which reports should be sent to the club.

Once a project is complete, the committee is required to submit a Project Completion report to the executive.

Direction

It is usually impossible for the president, although s/he is an ex-officio member of all committees, to attend all committee meetings. However, the President may delegate that responsibility to another member of the executive. It is also recommended chairs submit reports on a regular basis to the Executive.

Meetings

Committee meetings should be held regularly with minutes being kept of all discussions and decisions. Copies of the minutes should be filed with the club secretary

Administration

For the efficient operation of any club, large or small, there is a fairly uniform system of administration and detail work that must be followed.

Projects and the committees that organize and run them are the work horse of any club. Most project organizational work is delegated to a committee. The prime objective of proper administration is to see that all committees and club projects channel their reports and recommendations through the executive. In this way, the executive can put specific views and recommendations before the club. Otherwise, many burdensome and unnecessary issues come before a general meeting without being given proper thought and consideration. This tends to prolong the meeting and can result in hasty and uninformed decisions because the general membership is not properly informed on the subject at hand.

Each committee chair should be directly responsible to one member of the club executive. This executive officer, in the capacity of a coordinator, is responsible for instructing the committee chair and assuring him or her of support through the executive.

The executive must always remember that its activities are, to some extent, governed by the budget as authorized by the club. It must keep in mind at all times that the club is committed to raise certain funds and is also limited to certain definite expenditures. The budget should be reviewed frequently as the year's activities progress. The club executive receives a calendar advising when certain reports must be submitted and various meetings must be held. It is the duty of the executive to see that the required obligations are fulfilled.

What all members need to remember is that:

- Successful projects do not happen by accident. They occur as a result of careful planning by a chairperson.
- Chairing a project is an experience that is valuable to a club member in learning basic administration skills.
- If the project is an ongoing one or an annual event, the incoming chair should review the previous year's reports and talk to the previous chairs.

- The chair will depend on their committee. S/h should not be afraid of delegating work to committee members, but being informed as to what members are doing is essential.
- The chair is the leader of the project and its successful completion is his/her responsibility

Operations

Committees benefit a great deal from a well-organized and prompt start-up. As soon as possible after the chair and members are appointed, a meeting should be held to plan the year or project span involved. There should also be consultation between the committee chairs and the club executive. The aim should be to:

- Review and evaluate past committee activities and projects;
- Plan the program for the year;
- Agree on procedures, meeting arrangements, locale of meeting;
- Assign individual duties and responsibilities;
- Start drafting a budget;
- Involve every committee member.

At that meeting and thereafter, operations will benefit if all those involved understand the basic principles of committee craft. These are often cited as the following:

- Be sure you have a clear understanding of the objectives of the committee. What does it exist to do?
- Be sure you understand the activities, projects and responsibilities immediately at hand. What does it exist to do today?
- Be sure you know the constituency - topic, people or place -the committee is to serve. Who is out there?
- Be sure the chair provides the leadership and motivation required. Who is in charge?
- Be sure committee members co-operate with the chair. Are we helping?
- Be sure to consult with and co-operate with the committees as needed. Who is doing what?
- Be sure to keep in touch with the club membership and executive. Who wants what?
- Remember to maintain effective publicity and public relations. Who knows about this?
- Report regularly and promptly. How are we doing?
- Be sure each member is carrying out their responsibilities promptly and well. Are the jobs being done?

Procedure In advance:

- Pick a suitable meeting place – somewhere central, comfortable and suitable for committee purposes.
- Advise Committee members - at least a week in advance, if possible.
- Plan and prepare a detailed agenda - distributed in advance, if possible.
- Pick the right day and time - suitable for all, if possible.
- Book needed equipment or facilities – blackboard, projector, etc.

During the meeting:

- Start promptly.
- Take your time - examine questions and issues as they arise.
- Be positive - assume the best of ideas and suggestions and you will get the best.
- Follow the agenda.
- Use basic parliamentary procedures.
- Get everyone involved.
- Delegate responsibilities to individuals and sub-committees.
- Keep things clear - make sure everyone understands each step of the way. If in doubt, talk it out.
- Finish promptly. It is over when it is over.

Afterwards:

- Make sure of the minutes - note what was decided and done while you still know.
- Report - to committee membership, to club executive (in writing), to others concerned with committee activities.
- Start preparing for the next time.
- Keep in touch with committee members.

Scheduling

Most club committees function throughout the club year with a calendar basically in tune with the club calendar. This gives a pattern roughly like this:

- Mid-September (or early) – Start-up meeting
- Mid-October – Budget struck, submitted and approved; Duties undertaken
- Mid-November – All committee functions assigned and under way Monthly Progress Reports
- Mid-March – All preparations for final reporting under way
- Mid-April to Mid-May – Final reporting and wind-down
- June to September – Handover to successors

With project committees, special function committees (such as nomination) and date-linked committees, the calendar will vary. What will remain, however, is the pattern of assessment and review, planning, start-up, assignment of duties, reporting, re-assessment and final reporting.

These comprise the path from start to finish that can be used to schedule and assign committee activities throughout the year. If the “must points” are identified - those functions that must be completed before further work can be done - then a “critical path” can be sketched out as a committee plan. Members and activities can be organized so as to make sure that the potential roadblocks are located and planned for in advance - leaving the way clear for a smooth and trouble-free committee year.

Some examples of club committees are:

7.2 MEMBERSHIP COMMITTEE

Under the direction of the club membership director, this committee is the most important in your club. It shoulders the responsibility for planning and implementing programs to secure new members and to retain present membership.

The committee must also motivate club members to share in the ongoing task of finding and persuading prospects to join Kin. Specifically, the committee’s duties include:

- assessing present membership
- presentation of the Membership Recruitment Workshop at the first club meeting.
- budgeting for required growth during the year
- planning and funding for membership drives
- reporting to the executive and members on recruiting and retaining
- arranging for presentation of the Membership Retention Workshop

In co-operation with the president and program committee, the membership committee also helps plan and arrange membership recruitment components of club meetings. The membership and retention committee is also responsible for some of the more basic service and retention functions. The committee should welcome new and returning members and make arrangements for their educational needs and initiation into club functions.

The committee should always try to follow up with resignations and members on leave of absence. The committee should also make sure that members transferring out of the club receive their copy of the transfer form. The club secretary will forward the other copy to national headquarters. It is also the function of the membership committee or chair to contact and welcome members transferring in from other areas. As we are all aware, membership is a key issue for our Association.

This committee should receive high profile in every club to ensure the survival of our clubs and our Association.

7.3 SERVICE COMMITTEE

The prime object of Kin is service. Many clubs do a wide range of service activities. Proper planning is required to ensure that the members time and effort and the public funds the club is entrusted with are spent wisely.

Ideally the coordination of a clubs service work is channeled through a Service committee. This committee takes into consideration the clubs available manpower and financial resources and makes recommendations on service work.

All new and existing project proposal reports for service are channeled first through this committee. The committee members should be skilled at reading project proposals and should be able to offer guidance and ask the appropriate questions to the committee submitting the reports. This can save a lot of time and confusion when the proposals are presented to the club.

The committee needs to understand the clubs manpower and financial resources and they should make a recommendation to the executive on every submission.

1. There are many creative ways to raise funds for your club. You should not be afraid to investigate new ideas. Often, by corresponding with other clubs in your district or the Association, you can secure valuable new fundraising ideas.
2. Be sure to evaluate all fundraising projects, especially those that have been undertaken for a number of years, to ensure continuing viability and acceptance by the membership.

7.4 EDUCATION COMMITTEE

Most members join with the intention of becoming active and respected members. If they are properly oriented, they will almost surely be enthused about their future in the organization. This initial enthusiasm, however, may be short-lived if the club does not follow through quickly and pull the new members into the swing of activity and integrate them into the club.

The most common reason for not growing membership is lack of interest. The chief reason for lack of interest is failure to participate in and understand club affairs. There is little reason to renew membership on the part of a member who derives few benefits from this affiliation.

There are several areas of education you should be aware of and, in turn, should remind members of when the need arises.

Effective education/information then, is the key to membership retention. This is the task of the education/information committee. There are a number of educational and informational tools available:

New Member's Welcome Kit: Every new member should receive a New Member's Welcome Kit. It contains, among other things, a New Member's Handbook, which serves as a good reference tool, particularly during the New Member's Seminar. You should review the kit and be familiar with its contents.

Kin Education Manual: This resource is designed to be used as a series of educational sessions for a club. It includes a number of topics of interest to all Kin and includes one page quizzes of members' knowledge.

Rules of Order Manual: Club members will find rules regarding the meeting process which includes the making of motions, amendments, discussion and voting procedures.

Awards Manual: Participation in the Kin Awards Program provides opportunities for personal and professional growth.

Risk Management Manual: Developed by the Risk Management Committee, this manual provides clubs with the knowledge and information needed to minimize the possibility of risk in the management of all club activities and projects.

7.5 SOCIAL COMMITTEE

A well-planned social program is an asset to the life of the club. It is good to appoint such a committee to ensure continuity in directing social events. It should be responsible for all social functions deemed necessary by the executive.

The number of social events can be as small as one or two parties a year, such as a Christmas or New Year's Eve party or to a special entertainment night and dance. The committee should be responsible for all arrangements through sub-committee chair selected by them.

Fellowship before and after meetings may take various forms as decided by the individual club. Some clubs have had success in sponsoring after-meeting get-togethers at members' homes, while others endeavour to promote the same socializing at their meeting place, by means of cards, games, or just talk.

The committee should be present to welcome both members and guests at all meetings. Greet them in a friendly manner and, in the case of guests, introduce them to all present. This will promote fellowship.

Engaging newly initiated members calls for special effort on the part of this committee. The new members should be made to feel at home immediately and this can be done by introducing them to all members and mingling with them both before and during the meetings. Remember, new members are apt to judge Kin by the impression they get at their first few meetings.

All members should wear name badges during meetings in order that the new members and visitors will become better acquainted.

Promotion of socializing outside of meetings can be assisted by social activities, sports, etc. A bowling league, golf competitions, curling matches, picnics, are all worthwhile activities and should be the means of attaining a greater Kinship/fellowship. Kinship/fellowship is not a cloak to be taken off after meetings.

Social Activities

The fellowship aspect is not to be overlooked. Here are some examples:

- Joint socials between Kinsmen, Kinette, and Kin clubs
- President's Party - Usually a dinner meeting of members and spouses/partners, followed by dancing, or in conjunction with the past president's night
- Inter-club Sports - Golf, bowling, curling, badminton, swimming, bridge, etc.
- Christmas Parties - For children of club members
- Annual Club Picnic or inter-club picnic
- Membership Socials
- Attendance at district and national conventions

One of the foremost objectives of the Association is the promotion of fellowship. All clubs should try to make this a major point in their program. The duties of this committee may be summed up as follows: Promotion of fellowship at club meetings

- before and after meetings
- welcome to members and visitors
- special care to assimilate new members as quickly as possible

Fellowship—the basis of Kinship

Fellowship can be constructive or destructive.

Destructive fellowship occurs, for example, when one person monopolizes a conversation and refuses to hear other people's points of view. It occurs when a member pressures another to say or do something he or she doesn't wish to. It occurs when members judge one another. Sitting and talking with the same group of people every meeting is not constructive fellowship. Working and doing everything on a project by yourself is not constructive fellowship. Belittling other members' ideas is not constructive fellowship.

Constructive fellowship binds a club and makes for a happy home life and productive work environment. Kin members working together on a project is constructive fellowship. Kin members weighing everyone's concerns equally is constructive fellowship. Constructive fellowship should have positive consequences, not negative.

A club that has people going from table to table introducing each other, an entertainment chair setting up a movie or a game, guest speakers or good subject discussion

will no doubt be a club with strong fellowship. That same club probably has a good retention rate, healthy projects and an excellent Kin attitude. Why? The Kinsmen and Kinettes are enjoying themselves constructively. They know each other's strengths and weaknesses. They usually band together to form a strong group involved in club activities and sharing concerns.

Fellowship does not have to be forced on anyone. You don't push fellowship on people. In most cases fellowship will naturally happen if people are interacting with each other. The sergeant-at-arms who wanders throughout the meeting snaring people for various things can do great things to stimulate fellowship. Club sports and socials are probably the two easiest methods to promote fellowship. Ever try a simple car rally followed by a dance? Think about it. Nothing too expensive. We are sure your club members will have a great time trying to find the clues and end up at the right location. Promote involvement.

We couldn't possibly tell you everything about fellowship. You probably know. Most clubs know about fellowship and offer lip service toward it. Promote fellowship as you would promote fundraising.

Remember, our Association was founded on fellowship. Without fellowship our Association and our clubs will cease to function.

Fellowship Ideas

1. Seating arrangements at meetings – number your seats and/or tables and have members draw numbers out of a hat indicating their appropriate area of seating. Changing of numbers is not allowed. This obviously avoids cliques and creates mingling and introductions.
2. Introductions – Various forms of introducing members and guests can be used. The most popular is to have a member introduce another member and so on. Perhaps introduce the person who sits on your left or right. This is a great way to get to know your fellow Kin or Kinettes.
3. Split your meetings – Perhaps have one meeting per month where a light business agenda is allowed followed by sports or a form of get together.
4. Fellowship chair, complete with a committee – Keep fresh ideas and activities by appointing different chairs throughout the year. Perhaps divide the club into four teams. Each team is responsible to organize a meeting on a selected date during the year. This one seems to work the best of all. No one group is taxed to do all of the organizing.
5. Fellowship trophy – Award a trophy to the team who promotes the best fellowship or individual who promotes in this area.
6. Dart board – Fix a dart board with \$2, \$5, and \$10 bills taped to it. Let members and guests throw one dart at the board. Whatever prize the dart hits the thrower

gets to keep. Taped to this board are positions for the evening e.g. sergeant-at-arms, drink server, assistant bartender.

7. Scavenger hunt – Have a scavenger hunt during a bar break or right after the meeting. Each table forms a team. The team with the most items collected wins.
8. Super star competition – You can dream up just about anything in this area. This form of meeting can really motivate a club. Have teams established to do certain events. Ensure the winners and losers are rewarded. Issue a challenge to the winning team to develop another competition to protect their championship. They get to choose the event.

7.6 SPORTS COMMITTEE

Much Kinship/fellowship may be obtained from various sporting competitions and a sports committee should:

- foster inter-club sporting events to promote Kinship/fellowship;
- encourage athletic activities within the club;
- promote club participation in any national, district or zone sport contests.

Inter-club relations may be stimulated by sports competitions. Such competition in any sport can result in more interclub meetings and the committee should, if possible, recommend such action. It should make all arrangements for club participation in such competition, which may take any of various forms, such as golf, bowling, and curling.

7.7 INTER-CLUB COMMITTEE

Inter-club relations are greatly encouraged in the Association and have a strong bearing on knitting the club into a whole unit. It is recommended that each club form an inter-club relations committee. This Committee shall:

- devise ways and means of developing the spirit of Kinship/fellowship between clubs and the members thereof;
- be responsible for club participation in inter-club meetings.

Inter-club meetings offer opportunities for wider acquaintance and increased co-operation between clubs, as well as assisting to ensure unity in the pursuit of the ideals and objects of fellowship. Such meetings may be carried on between clubs as a whole or by smaller groups of members for more frequent visiting to smaller clubs. While in most joint meetings the accent is on fellowship, the visiting club should in no way interfere with the conduct of such business as the host club deems necessary.

7.8 HISTORY

One of the most underrated and oft forgotten committee is the History committee. This committee is tasked with keeping the history of the club alive. They need to ensure club memorabilia and scrapbooks are stored safely and not lost. It is often the job of this committee to store the clubs minutes and financial records.

7.9 PUBLIC RELATIONS

The purpose of Kin Canada's public relations program is to foster understanding, appreciation, and support for the Mission and programs of Kin Canada among the general public and to enhance the image of Kin nationwide. The program should promote awareness among all Kin that good publicity, favorable public relations, and a positive image are desirable and essential goals for Kin Canada if it is to grow and prosper.

What is Public Relations?

Public relations are everything you do that communicates your message to all of your “public.” members, the community and the media.

- Public Relations, also referred to as PR or publicity, may involve getting editorial coverage in the newspaper, on the radio, internet or television.
- It’s one of the most important tools available to get your credible message to people who need it or will benefit from knowing it.

Why It Works

Public relations often involves using media to your advantage.

- It is not the same as paid advertising. It gains our organization exposure using topics of public interest and news items that do not require payment.
- It is inherently more credible than advertising because it carries a third-party endorsement of you message and your program.

Why Should You Use It?

It is a powerful tool that allows you to communicate with your community.

- People keep up with daily events through what they see on TV, hear on the radio, and read in the newspaper or online.
- It helps you build purposeful visibility for your club’s activities and for Kin Canada.
- When we are successful at gaining publicity, our clubs raise more money, recruit more members, and achieve a better public image.

The How To's

Working with Media: How to DO It.

- Making Contact
- What journalists really want
- Writing and the 5 W's
- Events Follow-up
- Interview Tips

Public Image Goal

- Clubs should develop leaflets describing successful activities for distribution in their communities.
- Hold workshops which will suggest practical techniques to share information about Kin Canada with the public.
- Offer ideas for public displays of the service activities of local Kin Canada Clubs in store windows, malls, libraries, and public areas during the Kin Year.
- Encourage clubs to create large sign-boards which depict Kin's good work, taking into account the various cultural and traditional differences in our Country.
- Encourage the use of television and radio "talk programs" to explain the service work of Kin Canada.
- Use Kin Canada fact sheets, public service announcements and sample press releases to secure public service placements on Kin Canada in newspapers, magazines, posters, and other locations.

Healthy Clubs

An Effective Kin Canada Club is a club that can:

- sustain and/or grow its membership base;
- implement successful service projects that address the needs of its community and country;
- support Kin Canada through program participation and in pursuit of the mission of the Association;
- develop leaders capable of serving Kin Canada beyond the club level.

New Members through Public Relations

Public relations are important in attracting new members to Kin Canada and in retaining present members. Effective public relations should be emphasized to clubs and, in particular, to club membership directors.

Kin Canada clubs should:

1. utilize public relations to increase the appeal of Kin to the growing number of young persons who are occupying positions of responsibility within their communities;
2. publicize appropriate weekly club programs that demonstrate the Mission of Kin Canada;
3. adopt more sharply focused activities that will have a greater public relations impact.

A Better Image through Public Relations

Kin Canada's positive public image and excellent reputation in the community is no accident. The Public Relations program works to establish and maintain goodwill within the Association and with the general public and promotes Kin Canada's many worthwhile programs, events, activities and accomplishments through every available medium. Public Relations perform a dual function.

Doing things well and making sure that the public is aware of the efforts and the results ensures continued community support and awareness of Kin Canada's programs. Good publicity augments and supports the association's recruiting efforts by attracting interested, eligible people and motivating them to become active members. A major communications vehicle is the national magazine.

Kin Magazine is a primary source of information and means of communication between the local members and the National Association. Kin members at the club level are the keys to success of everything we do as Kin. Yes, we Kin are blessed with panache; the talent and ability, the energy and enthusiasm it takes to build a better image through Public Relations.

Everyone's Responsibility in Public Relations

Each member is expected to be fully informed about Kin Canada's Mission, programs, and services, and to seek opportunities to further the aims and mission of Kin Canada through personal and professional contacts. Kin members are urged to help their clubs become more identifiable in their communities by personally informing others about what Kin Canada is and does, in order to improve and expand Kin's growth and community service.

Each club is expected to:

- maintain positive news media relations;
- seek publicity for successful service projects and activities which illustrate Kin Canada's mission & objects;
- utilize our National Magazine, Web Page, District's regional magazines, and other promotional tools and techniques to promote Kin's aims and accomplishments within the community;
- encourage Kin members to inform their families, friends, and associates of Kin Canada accomplishments;
- cultivate the understanding of community leaders, young people, and other special interest groups who should be aware of Kin, its Mission, scope, programs, and activities;

- take positive steps to prevent or correct any attitudes within its community or conditions within the club which may harm Kin Canada's reputation and limit its effectiveness Technically defined, public relations is the management function that evaluates public attitudes, identifies the policies and procedures of the organization, and executes a program of action to earn public understanding and acceptance.

Public Attitudes:

What does your community think of your club? Is the public's perception the same as the image that you are trying to project? Stay in touch with the view of your community, informally, by talking to a neighbour and formally, by doing a small survey.

Policies and Procedures:

Ensure that your PR objectives are in line with club goals. What is the best way to receive recognition, given the structure of this organization? Should your club appoint one person to look after PR? Is your PR plan developed in conjunction with other Kin planning? Has your club budgeted any money for its materials? Make sure that PR is a priority for your club and is treated equally to other projects and committees.

Execute a Program of Action:

Don't just talk about it. Do it. Identify newsworthy projects, list the tasks required to get the public's attention, delegate these tasks, follow through, and thank the media and your volunteers. Do it and do it right.

Other statements to help you gain an understanding of public relations:

- It is **not** paid advertising
- It is a communications tool
- PR seeks to influence attitudes
- PR is what others say about your organization

Understanding today's media

The number of volunteer organizations in Canada has increased dramatically over the past number of years to the point where there more than 160,000 all vying for the same media attention as Kin. To be *the* successful organization, making Kin a known household word, we must understand how today's media works.

Some thoughts to remember:

- **Space/broadcast time is precious** - Kinsmen and Kinettes are in direct competition with these other volunteer organizations for a limited amount of media space. Our approach to the media must be professional, well planned and organized. We must do the basic fundamentals well - i.e.: writing a proper news release. Understand this concept. Your measure of success will be if a Kin story is in the paper instead of someone else's. Refer to Crisis Management Manual for a sample news release

- **Be creative** - Something out of the ordinary will attract the media's attention. That annual project can be newsworthy if an exciting, different PR component is built in. The only limit is your imagination.
- **Do it right the first time** - Don't tell the media that you will provide them with dollar totals from a project and then not follow through. The next time you ask, they won't be receptive at all. If your club develops a poor reputation for following up on its commitments it will be very difficult to dispel that image.
- **Is it news?** - Read your local paper, watch TV, and listen to the radio. Does your news item fit into the kind of story that they cover? Learn how your local media evaluates news item.
- **Media vs. press** - The electronic media (TV and radio) do not appreciate being referred to as "press." This is an outdated term that refers to the print media (newspapers and magazines). Ensure that the releases that you issue are news or media releases and that invitations are extended to members of the media. These might seem like minute points, but they can make the difference between your club getting its due recognition and some other organization receiving all of the attention. Your news item may be great, but effectively communicating with the media will be crucial to attaining public visibility.

How to communicate effectively with your media

- Know their deadlines - for daily and weekly newspapers, understand the time and day that submissions must be in.
- For TV and radio, understand when their newscasts are and what time the stories are needed to get on the air. Use email - it's great!
- Know the right people - find out who are the key people that will ensure that your news item gets publicized.
- For after-hours events know the phone number for inside lines. The answering machine or switchboard can't get your story on the air.
- Establish a relationship with members of the media. When you call in a story it will be received better if the reporter knows you by name.
- Know how they evaluate news items - must it have a local flavor, do they run human interest stories, have they found Kin activities of good news value in the past? Ask your contacts.
- If your story doesn't get any coverage, contact your media rep and find out if they need more information or what you might try next time. Be patient yet persistent.
- Ensure that only one person from the club is contacting the media. Let the media rep learn to trust your PR chairperson. Changing contacts sends confusing signals.
- Always thank the media for covering your event.
- Consider inviting them out as guest speakers, this way they learn about your activities.
- Treat the different types of media equally.

- Be honest - not all news is good. If bad news about your club catches the attention of the media, be honest about the problem and indicate the steps being taken to correct the situation.

How to write a media release

Use the inverted pyramid format - say the most important things first. Who, What, When, Where, Why, How, More details and Least important information

- The first paragraph should be able to stand alone as the story, so all of the important information should be contained within it.
- Make the first paragraph interesting. You wish to hook the readers, so make them want to continue.
- The name of your club's contact person should be clearly displayed. Name, address and phone numbers where they can actually be contacted around the time that the story would be run are important.
- A one-page release is ideal, two pages okay, but three pages is too long!
- Make sure your release arrives before the deadline even if it means hand delivering it.
- Ensure that you have checked for spelling and grammatical mistakes.
- Make that follow-up call to see if any additional information is required.

How to develop the right photo

- Accompanying a news release or on their own, photos draw attention to your organization.
- Like news articles, photos must be interesting and evaluated according to the media "news" criteria. Is a cheque presentation photo interesting enough for your local paper? Find out.
- Photos should be digital (at least 300 dpi) or a minimum of 5x7 (print).
- Colour photos are ideal as they can be converted to grayscale easily.
- Ensure that the photos are not bent or folded when in transit.
- Identify the people in the photograph and what is happening. Type a "cutline" or caption and attach it to the back of the photo with tape
- Do not use paper clips, they can bend or scratch your photo.
- The first choice is to have a photographer attend. Let the media know of a photo opportunity, an interesting picture, that will take place at your event. Maybe they will send their own photographer or camera crew.
- Ensure that you "dress" the area in Kin paraphernalia that will show up in the photo.

How to produce your Public Service Announcement

- A PSA or public service announcement is an announcement targeted for radio similar to a 20 - 30 second commercial, except that it's free.
- PSAs are excellent for announcing upcoming events, publicizing fundraising totals, or launching membership drives.

- PSAs are written in a similar format as a news/media release, the inverted pyramid style. Say the most important things first.
- Include on your PSA a date that it should be discontinued.
- How do you know if it is a good PSA? Read it to someone who knows nothing about your event. Were they interested? Were they able to absorb the details? Was it under 20 seconds? The PSA should be 60 - 70 words. A phone number, with area code, is 10 words.
- Following the completion of the event, invite a representative from the station out to your club meeting and properly thank him/her for his/her support. This will lay the ground work for future events.

How to prepare a media kit

- Now that the media have arrived at your event, don't ignore them.
- A media kit can be used to provide a great deal of the background information pertaining to your story. This leaves the reporter free to focus on interviews or find an interesting angle.
- Media kits don't have to be fancy. An envelope or folder containing the necessary information will work well. Photos really help.
- Your kit should include a news/media release that details your event. Should the reporter simply take the kit and leave, this release could serve as the story.
- Information about your club would make a good item to insert. A one-page sheet detailing your club's achievements would serve to educate the media.

Public relations ideas

- Purchase *KIN Magazine* subscriptions for town council, libraries, doctor's and dentist's offices as gifts to speakers.
- Ask a member of the media to be a guest speaker, to join the club, or to sit as an advisor on the PR committee.
- Utilize church, school, and library newsletters, as well as companies' internal publications.
- Use "Community Calendars or Listings" in your local newspapers.
- Don't forget cable TV.
- Some firms, such as McDonald's, will print messages on tray liners.
- Put a float in your local parade (with a big Kin sign). Some districts/clubs have floats available.
- Start a "Kin Citizen of the Year" - Not a great deal of work, yet great PR.
- Ensure that red and white, readable Kin road signs adorn all entrances into your town.
- Ensure that the minor hockey team your club is sponsoring has "Kin" in big, bold letters on their sweaters. Contact Kin Sales for more ideas.
- Send out news releases about your events.
- Approach your local media for feature stories about your events.
- Are the Kin recruitment flyers in your town's Welcome Wagon?
- Supply Kin bumper stickers and decals for all members.
- Run a Kin recruitment booth at your fall fair.

- Ensure your club is thanked in the local media each February for all the work that it has done.
- Build a “Kin Sign” clause for capital projects, i.e. have your town agree to maintain the "donated by Kin" sign for the life of the facility.
- Create Kin business cards for all members.
- Sponsor a Kin Window Dressing Contest, stipulating that each entry must have Kin’s logo in its display.
- Make Kin announcements at local sporting events - before, during, and after.
- Ask motels/cinemas to announce your project on their marquees.
- If there are empty billboards in your community, approach the owners about putting up Kin announcements.
- Try an unusual stunt, like a ping-pong marathon, jello dive, kidnap-the mayor, etc., to draw attention to your event.
- PSAs are available on the national website. Clubs can give these to a radio station and have local club information played at the end of the PSA.

This list is by no means all inclusive. The only limits to effective PR are:

- 1) Lack of imagination, and
- 2) Poor organization.

7.10 FINANCE COMMITTEE

An important committee of any club is the Finance committee. Members of this committee need a strong financial background. This background can be learned from within Kin. They need to have a good understanding of the clubs operations and their financial obligations. This one of the few committees where consistency of membership is required. There should only be a small turnover of one or two members per year.

These members provide the expertise for incoming club treasurers to sue when developing a budget. They also review the treasurer’s reports to the meetings for accuracy and completeness.

They should perform mini-audits throughout the year on the Treasurer to ensure proper documentation is taking place.

Their input should always be solicited prior to any new financial request is presented to the club.

This committee provides a financial over-view and should be independent in order to provide valid recommendations on where the clubs funds should be spent.

7.11 NOMINATIONS COMMITTEE

Prior to club elections for the following Kin year, a nomination committee or committees should be appointed to:

- compile a proposed slate or slates of nominees for club offices;
- confirm that all proposed nominees are active members in good standing;
- obtain the consent of the proposed nominees to stand for office;
- present to the club a complete slate or slates of nominees for club offices at least two weeks prior to the election date.

It is suggested that this committee be comprised of the past president and/or longer-term members, as their experience will assist them in nominating the best person for the positions.

This committee should thoroughly discuss each office and the candidates available, having in mind their ability for the position. It should be remembered that an election adds to the value of the office, and where possible, filling the offices by acclamation should be avoided.

The nominations proposed by this committee do not preclude nominations being made from the floor of the meeting in accordance with club by-laws, but it does assure well thought out slates of officers for the consideration of the members.

Although only called upon once a year to act, this committee plays a very important role throughout the year. Normally chaired by the Past President, it is the function of this club is to monitor the personal development of the club members and to identify future leaders.

Once a year they have to prepare a slate of officers for the executive. Ideally they want competition for every position. They need to know the strengths and weakness' of all the club's members. This committee plays a very important role in the personal development and mentoring of club members. They may need to coax some members who may not think they can do the job, but which the committee is convinced they bring the right skill set to do a good job.

They may also have to talk some members out of running for certain positions if it is determined they will not be able to do the job required of a person in a specific function.

7.12 COMMUNICATION COMMITTEE

Traditionally clubs would use a "bulletin" to keep its members informed. Today, with Facebook, E-mail, web pages etc. there are many more options.

Each club needs to have a communication committee. Their job is to develop a communications plan that is suited to the needs of the members. A club where the members do not have communication should not depend on Facebook or a web page.

Rather than have a series of emails for the minutes, treasurer reports etc. sent prior to a meeting, or a passive communication vehicle such as a web page, why not use a "newsletter" which compiles all the information into one "package" similar to a magazine? This puts

everything that the member needs to know in one location at one time and reduces the chance of information slipping through the cracks. It can give a vehicle for members to “let off steam”, hence speeding up the meeting. It also allows for a club to spread Kin Education. How such a newsletter is delivered can differ from club to club.

The following is a guideline that can be used for a newsletter.

Front Page: Your front cover or page must contain the club name, your zone, your district, the issue number, date, time and place of your next meeting, and the name, address and phone number of both the president and newsletter editor (an indication of the two most important people in the club).

Order of Layout: You should layout your material in the same order for every issue. This is standard practice for all magazines. Most editors also include a table of contents.

Titles: Each general area of the newsletter should have a title (eg. Minutes of General Meeting). The title should be done in a different type style than the remainder of the article.

Coming Events: Always include a calendar for this item, and include as much as possible. Some editors put the members' birthdays and anniversaries here, while others enter them in the "Activities of Club Members"..

Activities of Club Members: If there are no birthdays or anniversaries then state this fact. You could include small write-ups about members who are sick, in hospital, moving, having relatives visit, job promotions, chance meetings on the street, etc. It is a good idea to include at least one biography of a club member per issue.

Report of Social Events: Chronicle the club's social life. Encourage people to get out and socialize with each other. Avoid cliques.

Minutes of Meetings: It is a good idea to put the minutes of the previous General and Executive meeting complete with all the reports., including the approved budget. This ensures the members who are unable to attend meetings on a regular basis are well informed. There is little value of a set of minutes without the reports that were given attached.

Write-ups on Service Projects or Fundraising Projects: Self Explanatory

Editorials: Gives the members a chance to voice their opinions outside the confines of a meeting where one only talks on specific issues.

Zone, District and National News:

Readers' Interest, Humour and Quality of Content: You increase the likelihood of the newsletter being read if you make it interesting.

Kin Education: In our changing world, the greatest impact of the changes has been to our Kin Education program. Many new members are totally unaware of our history, our

policies and our practices. It is important to give a little education at every opportunity. You don't want to overwhelm.

8 ZONE, DISTRICT & NATIONAL MEETINGS:

The Association is there to serve the club's needs. As such it is important that the lines of communication are kept strong.

The association has been administratively divided into 8 Districts. Each District is subdivided into Zones. Each club is in a Zone.

The club president or their delegate will be required to represent the club at the Zone President's and District President's meetings.

In addition to President's meetings, the Zone will hold at least one Conference in the March / April time period that is open to all members. Club Executive members are highly encouraged to attend these meetings.

In addition, the District will host at least one conference in the September – October time period and one convention in the May / June time period. and one conference.

The Association will host its Annual General Meeting in August.

Zone, District and National meetings are a part of Kin affairs and should be fully participated in by all clubs. These meetings are where clubs can have an exchange of thinking, trade ideas and get new ideas. They are where many of the various programs are formulated. They are where an individual and club have the opportunity to speak on district as well as national matters. Zone and district meetings provide an opportunity for all aspects of Kin to be discussed. At these meetings resolutions are drafted and discussed that can affect the district or even national Association. Ultimately they must receive support at district and national conventions.

8.1 VOTING AT ZONE, DISTRICT AND NATIONAL MEETINGS

8.2 ACCREDITED DELEGATES

The Fall Leadership and District Conferences must follow the national procedures.

What must be stressed is that at all levels of the Association, including at the Fall Leadership and District Convention meetings, individual Kinsmen and Kinettes are not considered voting members of the Association. Rather Clubs are the members, and the clubs appoint an Accredited Delegate to represent them at a convention. This is done using the Accredited Delegate form.

At a regular meeting, clubs should determine who will be their Accredited Delegate (AD) and Alternate Accredited Delegate(s) (AAD), and how those delegates should vote on the various motions and the elections. This shall be done in the form of a motion and recorded in the

minutes of that meeting. Then, the Accredited Delegate form shall be completed, signed by the Club President and Secretary, and forwarded to the district credentials chair before the deadline indicated on the form.

It is good practice to designate someone from outside of your club to be one of your Alternate Accredited Delegates. This allows your club's voice to be heard in case something happens that no one from your club is able to sign in at credentials. Some things to remember when selecting that person:

- ADs or AADs can only carry one voting card to use in a show of hands vote. Select someone who is not going to be the AD for another club.
- All ADs and AADs must be active members of clubs in good standing.
- Make sure that they know how your club wishes for them to vote on any issues that you know will be coming to the floor, such as elections or resolutions.

8.3 DIFFERENT TYPES OF VOTES

Each Club has only one vote in any show of hands vote. This vote is carried by the Accredited Delegate chosen by the club, who has signed in at credentials and received the voting card. A show of hands vote is used for all motions, unless a poll or ballot vote has been requested.

Each Accredited Delegate will receive only one voting card, regardless of how many clubs have named them as their Accredited Delegate. They may cast the poll or ballot votes for all of the clubs, but may carry only one card for a show of hands vote.

A straw vote is different from a show of hands vote. A straw vote can be used for non-binding decisions, such as asking whether everyone in the room is ready for a break. Everyone in the room can participate, as long as there is no motion on the floor. Remember that only Accredited Delegates can vote on motions.

The number of votes assigned to a club for a poll or ballot vote at any zone, district, or national meeting/convention is based on the club's membership as the month end that is at least 35 days before the start of that convention. For the national convention, that is June 30th.

Example #1: Club A had 10 members as of June 30th, but recruited 10 more members before the national convention. Assuming that they filed their Accredited Delegate form on time, their Accredited Delegate would receive one voting card for their club upon signing in at credentials, and in the case of a poll or ballot vote, that person would receive 10 votes. The rest of the members may attend, talk to motions, and advise the AD on how to cast the club's vote(s), but they cannot personally cast a vote on any motion.

Example #2: Club B has 30 members as of June 30th, and 10 of them will be attending the convention. They do not discuss, complete, or file the Accredited Delegate form with the credentials chair. They will not be able to participate in any show of hands, poll, or ballot votes.

Example #3: Club C has 15 votes as of June 30th, and none of them will be attending the convention. They have filed their Accredited Delegate form naming their Deputy Governor as their AD. The DG is the Accredited Delegate for their home club as well. The DG will receive one voting card for their home club only, but in the case of a poll or ballot vote will be able to cast ballots for their home club as well as the 15 votes for Club C.

Example #4: Club D files their Accredited Delegate form, naming three of their executive members, plus a member from Club E as the last Alternate Accredited Delegate. At convention, none of the three executive members sign in at credentials, although several other members from Club D are present and willing to sign in. The member from Club E does sign in at credentials. The member from Club E will receive the voting card and ballots for Club D. Each club is entitled to one vote on all motions presented to a Zone, District and National meeting. To exercise the vote, the club must be a registered delegate.

8.4 FALL LEADERSHIP CONFERENCES

These meetings, held in each district not later than November 15th each year, are of importance for club officers but are open to all members. They provide the opportunity for club presidents, vice-presidents and other officers to get thorough briefings on the nature and extent of their duties and responsibilities.

Workshops, demonstrations, informal discussion sessions and social time all combine to help inform and motivate participants.

Fall leadership conferences also help maintain consistency in the conduct of club activities across Canada. They also allow for business sessions and discussions as well as entertainment and fellowship activities.

8.5 SPRING ZONE MEETINGS

This annual conference, held between February 1st and March 31st, is attended by many members. It provides an opportunity to discuss business that affects the clubs in the zone. It also provides for an annual spring house-cleaning during which suggestions for updating activities and practices can be raised. Elections of new deputy governors are held, the merits of candidates for district and national Association officers are discussed, and information on new Kin developments is exchanged.

Projects and their problems can also be reviewed. Proposals for future projects, by-law changes and other business of a more formal nature are put forward in the form of motions submitted at least 30 days prior to the meeting. Zone awards are also given at these meetings.

8.6 DISTRICT CONVENTIONS

District conventions are held every year, no later than June 27th. They serve as business sessions, reviewing and ratifying the activities and decisions of district councils and district executive committees.

At these conventions, delegates discuss and decide on amendments to the district by-laws, and to the national by-laws to be submitted to national convention. They deal with club resolutions of various kinds. The conventions allow for discussion group activities, instructional sessions, the election of district officers and the presentation of reports of many kinds. District awards are given at these conventions.

Furthermore, they are the occasion for meetings of Kinsmen and Kinettes throughout the district for fellowship and entertainment.

8.7 NATIONAL CONVENTION

The national convention, held between August 15th and August 31st, is the climax of the Kin year. It includes the Annual General Meeting where officers of the national Association are elected, policies of the Association as a whole are decided upon, and activities of the Association reviewed.

In addition to providing a forum for fellowship and the exchange of ideas among Kinsmen and Kinettes from coast to coast, the national convention is also the setting for the presentation of major Association awards for personal leadership development and for celebrating the successes of the past Kin year.

9 KIN PUBLICATIONS

9.1 "THE CROSS AND THE SQUARE":

Your Club should have its own copy, which should be in your possession during your term of office. It affords a good overview of the Association's history since its inception on February 20, 1920 through to 1970.

9.2 "ONLY IN CANADA: KINSMEN AND KINETTES":

This comprehensive, easy-to-read book covers Kin history through 1987.

9.3 KIN MAGAZINE:

Published by Kin Canada 5 times annually (three print, two online).

10 INITIATION CEREMONIES

10.1 NEW MEMBER INITIATION

A new member will be greatly impressed by a dignified, well-planned initiation ceremony. Many variations can be worked out so that your club builds up a traditional and unique ceremony that inspires new members and rededicates the old.

New members receive a lasting impression of the spirit in which they are welcomed and it is most desirable that their reception be expressive of the seriousness of Kin as well as the fellowship of our Association.

Keep in mind our new members are respectable young members in our communities and the informal part of the ceremony should not be one to degrade or humiliate them.

The formal part of the ceremony should be in an impressive setting – lights out, candles on head table, and all members should be asked to refrain from talking or drinking during the ceremony.

The new members and their sponsors should be escorted into the room by the sergeant-at-arms and lined up in front of the head table facing the membership with each sponsor behind his new members.

The induction ceremony is in five parts; history, objects, what Kin is, the President's charge and the presentation of badge, pin and new members kit

The Club President may want to have three senior and respect members each to read a section of the induction, or he/she may wish to have the member sponsor read part of the induction.

History

Kin was born in Hamilton, Ontario on February 20th, 1920.

Harold (Hal) A. Rogers had been encouraged by his father, a Rotarian, to join the Rotarian organization. Due to a rule stating a club could not have more than one member engaged in the same profession, Hal was denied membership. Undaunted he gathered together several young men for dinner at the Namking Restaurant. The result was the Kinsmen Club of Hamilton, and Kin Canada was born.

From this group of a dozen earnest young men, determine to perpetuate in peacetime the ideal of service to Canada, has grown Kin Canada: nearly 500 clubs serving communities all across Canada.

Will you provide service to your community, your club and the Association to the best of your ability?

I will

We look to you as to all Kin to uphold the honour and maintain the dignity of our Association at all costs, and recognize your acceptance of all you have heard this evening to be recognition of the importance of this oath and your desire to make a difference in your community and your own life by being a member of Kin Canada.

Alternate President's Charge

Be a person of good character, upholding high moral and ethical standards.

Let integrity and mutual respect for others guide your decisions and actions.

Endeavour to value and respect diversity.

Believe that our strength lies in our inclusiveness and in our ability to collaborate and learn from one another.

Set the standard for excellence by exploring new possibilities. It is through innovation and perseverance that we can build a better future together.

Make a commitment to support the activities of this club, our leadership, and our National Association

You are offered the opportunity to enhance your organizational and communication skills; as well as build on your leadership skills.

Kin are leaders in their communities, and the greatest leaders are the greatest servants.

We look to you as to all Kin to uphold the honour and maintain the dignity of our Association at all costs, and recognize your acceptance of all you have heard this evening to be recognition of the importance of this oath and your desire to make a difference in your community and your own life by being a member of Kin Canada.

Presentation of badge, pin and New members Kit

The highest Kin officer in the room should present the Associations pin to each new member.

The new members sponsor should present the new member with their name badge and new member's kit.

The President should then invite all the members to come forward to come forward and formally welcome the newest member(s).

****Best Practice***

A club may decide not to use the ceremony as described above however every attempt should be made to convey the importance of the role and responsibilities as well as the expectations which new members have accepted. A formal presentation ceremony should be held during a club meeting if possible, to leave this lasting impression.

10.2 HONOURARY MEMBER INDUCTION

An Honorary membership is held for a one year term by the inductee and is voted on by the members of the club each year. An Honorary Member may be recognized in successive years or it may be a onetime recognition based on continued support over a period of time.

Once a year clubs may take the opportunity to recognize individuals who are not members of the club for the service they have provided to the club. This is an opportunity to hold a special induction ceremony at the club level and should be recognized as such and treated with the respect and dignity it deserves.

Take the time to introduce each honorary member individually and speak to the service each individual has offered the club over the course of the year.

THE CHARGE

The Club President or Appointed officer reads the following:

Congratulations on being selected as an honorary member of the ***name of club***

Your selection as an honorary member to this club was based on your committed support to our club and is therefore recognition of your service and leadership in our community.

Our Association was formed in Hamilton, ON, in February 1920 by Harold A. Rogers. From this group of a dozen earnest young men, determine to perpetuate in peacetime the ideal of service to Canada, has grown Kin Canada: 600 clubs serving communities all across Canada

Today, Kinsmen and Kinettes across the country have a well-earned reputation for their energetic activities and concern for their communities.

Through service to this club you have set a standard of leadership in this community which meets the ideals which form the foundation of Kin Canada's object and aims. We recognize your support of and offer you our gratitude with this presentation tonight

Presentation of Certificate, Badge (if being presented) would be made at this point

Club President or presiding officer would invite all present to recognize and welcome the honorary member(s)

10.3 INSTALLATION OF INCOMING EXECUTIVE:

The installation of a new executive is special night and great care is needed to ensure the night reflects the importance of the event. Although the outgoing president may do much of the planning for this event, s/he should consult as much as possible with the incoming President.

Installation can be an impressive ceremony where the duties of the club officers are outlined along with the responsibilities and obligations of all members to the club. A good installation can get the club year off to a good start and set the pace for what is to follow. Here are a few points to consider in planning an installation:

- It should include all members of the club.
- A social evening and dance can follow.
- Invite your deputy governors as installing officers.
- Duties should be pointed out to new officers.
- Obligation of officers to Club and community should be outlined.
- Obligation of membership to officers should be outlined.
- President can outline his/her program and objectives.
- Respect should be paid to Past President and Executive, with a Past President's Report made.

A Deputy Governor is required to have all the installations completed by the end of June. In some cases, installations may not be held until early September, but in no case should they go past the first meeting in September. Some districts the Deputy Governor will do the installation, in other districts; it is done by senior members of the club.

The key to the success of an installation date is proper planning and co-operation between the presenters and the club president. Deputy Governors should contact all of the club presidents soon after being elected, so they can be alerted to the fact that you are already preparing for the

installation of the new executive.

By contacting club presidents, you can discuss with them possible dates, the agenda, the physical format, and the names of the officers to be installed. Be sure to get the exact pronunciations of all of the names of the officers to be installed. There is nothing more embarrassing than stumbling over someone's name or mispronouncing it when a little prior planning could have prevented a poor performance. Give some thought and preparation to the venue and theme for the installation. Consult with the club president to ensure that the venue is appropriate and that enough time is allocated.

At the district leadership seminar, you received a supply of certificates sufficient to install all of your clubs. It's the responsibility of the club to ensure that the certificates are lettered and framed (a template of this is available in the DLS tool box). You should ensure that this is done, as you will want to encourage the club officers to hang their installation certificates proudly and in a prominent place.

Remember that an installation night is both the beginning of a new year and the ending of an old year. You should honour the past executive of the clubs in your remarks and, by so doing, motivate the incoming executive to improve upon the work they did.

Checklist

- The person performing the installation (the D.G. or a senior respected member) should consult with president regarding any traditions.
- Confirm the pronunciation of all names.
- Installation certificates are distributed to the Deputy Governor at the D.L.S. These packages contain enough certificates for ten club executive members (including club president) per club. If a club requires additional certificates, they can be obtained from National Headquarters or you can check with your counterpart zone officer. It should be noted that these are not for K-40 or K-ette clubs,
- Please reinforce that it is the club's responsibility to letter the certificates. Many clubs will insert the certificate into a frame. Make sure a club has pins, attachments, etc. for presentation.
- Make sure a club has pins, attachments, etc. for presentation.

The following script gives a brief job description of the many possible positions within a club. If a club does not have a position, don't read the job description. You may also adjust the wording to reflect what your club expects from each position.

It is recommended you call the entire executive to the front. The Incoming President should be in the center flanked by the Past president and the Vice president(s).

Introduction

Tonight's ceremony marks the beginning of another Kin year. It is my solemn duty to install your elected officers and I trust the responsibility that they have accepted will not be taken lightly, for in it lays the strength of your club. It is part of the District policy to encourage members to participate fully in club affairs and also to compete for club, district and national awards and offices. Be aware of the opportunities for involvement that are available to you.

At this time, I will outline briefly the duties of the individual officers. The complete job description of each officer is available in detail in the Successful Club manual and should be referred to throughout the year. We cannot emphasize enough the importance of this helpful resource. Almost every conceivable problem that may arise during the year can be answered by reference to the manual

As I announce your position please take a step forward:

Club Director

You have been chosen to your position because you represent a steady influence and a link between the executive and the general membership. You should act as a chairman of at least one important committee.

Registrar

Your most important task will be to maintain complete and accurate up to date records of membership and attendance as information for the Club President.

Communications

This is one of the most important positions in any club. A good Communications Director will go far to stimulate attendance, fellowship and general interest in Kin. It is the barometer of your club by which you will be measured.

Risk Manager

As your club's Risk Manager, it will be your responsibility to become familiar with the policies and guidelines set down by our Association in the current Risk Management Manual. Use this knowledge to educate other club members as to the concept of Risk Management and

the implications for your club. It will be your responsibility as well, to identify and manage risks incurred while fundraising or doing service projects or during activities necessary for your club's daily business as members of this Association.

Membership Recruitment and Retention Director

In many ways, this is the most important position in any club executive. It is your responsibility to assist in formulating and implementing your club's membership plan. In order for your club to grow, new members must be recruited. Use the membership recruitment workshop as the blueprint for bringing new members to your club. Remember that membership retention is an integral part of any club membership plan. To that end, you will act as liaison between your club's executive and membership to ensure that your club's activities will meet the needs and goals of its members.

Use the membership retention workshop as a tool to discover these needs and desires. A successful membership plan will result in an active and healthy club. Let me urge you to start work on your club's plan immediately. Congratulations on your election.

Treasurer

As Treasurer you hold the highest position of trust in your club. You should maintain an accurate account of all club and service funds and be prepared to give a report on these at any time. You should prepare a budget for your club and see that the budget is kept by all members. You should check all bills for accuracy and pay these bills promptly.

Secretary

Often referred to as the busiest position on the Executive, you are responsible for ensuring that all reports, minutes and correspondence are processed promptly for the benefit of the President. Your job entails more than just recording minutes. You are responsible for directing correspondence to the proper officer and committee heads. You are responsible for answering all correspondence and for keeping the President up to date with what action is to be taken on various matters of club business.

This position requires thoroughness and promptness and your ability to perform your duties will reflect on how efficiently the club operates.

Vice President

The position of Vice President is usually a stepping-stone to the position of President. While in this position, you should oversee the work of various committees set up by your club as directed by the President. You should act in the absence of your club President at club and executive meetings, and also represent him/her in the community at outside functions.

The efficiency with which you handle yourself this year will be an asset to you in running for the position of President next year.

Past President

Tonight brings to a close your term as President, however your responsibilities to the club are far from over. You are responsible for sharing your knowledge and experience with other members of the Executive, particularly the President. Do not lose the interest and enthusiasm that has carried you to your club's highest office and participate fully in all club activities. On behalf of all the members of your club I congratulate you on a job well done.

President

Your election as Club President is a vote of confidence in you by your fellow members. You are now the chief Kin representative in your community and you must conduct yourself accordingly. You must act as chairman of all general and executive meetings. Attend to all National and District correspondence directed to you. Appoint all committee heads and assist them in selecting your members.

As club president you are responsible for the overall operation of your club. You have an excellent executive with you and you should delegate authority to them so as not to get too involved in detailed work.

Charge and Oath of Office

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-laws, the Associations Rules of order and your Club 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

Please repeat after me: I do solemnly swear that I will faithfully execute the office in the Kinsmen/Kinette/Kin club of _____ to the best of my ability.

Fellow Kin and guest please recognize with the newly installed executive of the Kinsmen/Kinette/Kin Club of _____

11 FOUNDER’S NIGHT CELEBRATION

Each year on Feb. 20, to recognize the founding of our Association, your club is strongly encouraged to hold a special meeting and social function, specifically, a dinner with speakers followed by a dance, with the dress code being business or formal attire.

Invite spouses/partners, former members (especially former presidents, those holding offices at zone, district national levels), political contacts, potential new member recruits, suppliers for your events (e.g. caterers, printers for bulletin) and groups to which you provide service or money. You may want to consider turning your Founder’s Night celebration into an interclub event to bring out even more people. If those you invite are able to bring a guest along with them, which means more fun for everyone.

The intent of Founder’s Night is to have a wonderful celebration in honor of Founder Hal Rogers and in recognition of what your club has done for the community. The people you should invite are those you feel should know about our Association, your club, and the accomplishments of each.

Decorate the venue with Kin regalia, such as flags and banners. Lay out bulletins and press clippings. Prominently display the Kin colors. By displaying items from years gone by, you will help to increase people’s interest in Kin and your club. You will also be helping people who are just meeting each other by giving them something to talk about. In short, do whatever it takes to create a warm and friendly environment, as Founder’s Night may be the first Kin function attended by some of your guests, and you want to make a positive first impression by putting your best foot forward.

6:30 — Reception

Your chair for the evening need not be your president. In fact, you may want to ensure that he/she and your other officers are around and available to mix and mingle with your special guests without any encumbrances or distractions.

7:00 — Dinner

Start with a motion to table all business for the evening, and then go into more standard formal dinner items such as O’ Canada, Toast, etc. Some clubs do not include the Kinsmen/Kinette/Kin Song if their members are not evident in great numbers. If you do choose to sing it, it’s helpful to have club members spread around the room, so the song is seen as a fun thing for all as opposed to a mysterious members-only ritual. Having programs and trinkets on the dinner table for guests to take home all help make the feeling of sociability a really good one.

8:00 — Guest Speakers

Before the guest speakers, the event chair can read any letters of well wishes to the club. Usually such letters are obtained when someone who is invited (mayor, councillor, MP, MLA, MPP) cannot attend. When someone calls with regrets, they can be asked to forward a short letter of greetings for the occasion. Having a guestbook for everyone to sign on the evening and then putting the program and the letters in the book creates an instant one-night regalia for a special occasion.

If you're not sure how to best utilize your speakers, here are two suggestions. You may ask one or two speakers to talk about what Founder Hal and the Association have done for them and what it has done for the community, or you can ask five or six speakers to give shorter presentations on the same topic. In both cases your guest speakers will need to be given their topic and specific time limits well in advance.

Possible speakers include past presidents; past deputy governors; representatives of a group with which the club has had a long-standing relationship; a spouse/partner of a member, or someone who met or knew Founder Hal. Inviting some of the media to the guest speakers' portion (especially if you have a well-known keynote person) is a good move, too.

Founder's Night also provides a good opportunity for your club to promote the Kin Canada Bursary of the Hal Rogers Endowment Fund (HREF). A member can talk about the Fund, why it was established and what education meant to Founder Hal. If a member or guest undertook an activity to provide funding for the HREF, they should be acknowledged and awarded with a plaque. As Feb. 20 will come after your club has received its student applications for the bursary, it might be nice to invite the applicants and a guest of their choice to the event.

A dance or other type of activity, such as a fun casino or karaoke, should start after the guest speakers have wrapped up. A dance is best if guests have been invited to bring partners with them. A DJ usually fits the bill nicely, as there may be a broad range of people attending, but a band can also do the trick. You might want to consider booking a reputable college band, as it's a good way to attract younger, prospective members.

There's really not much to hosting a great Founder's Night celebration. The bottom line is to help people to get a sense for Kin so they go home with good memories and perhaps wanting to be part of its future.

12 LIFE MEMBERSHIPS

The bestowing of a Life Membership is **THE** highest honour Kin Canada can bestow on any member. The event should be recognition of their commitment to the Kin Association. To that end, whether it is a sit down dinner or an afternoon tea, special attention should be paid to the invited guest list, the order of speakers and the presentation of the Life Membership pin, badge and plaque.

The General Operating By-laws are very explicit as to the granting of Life memberships. The procedure is as follows:

1. If your club has three members with at least seven years membership in the Association, you do not require permission from the Executive Director to form a Life membership committee.
2. If you do not have three members with at least seven years membership, you must request, in writing, permission from the Executive Director to form a Life membership committee. This must be done prior to nominating a Life member.

12.1 GRANTING A LIFE MEMBERSHIP

1. Once your committee has been formed, the processing of a Life membership is based on your proposed Life member having been a member of the Association for 10 years; and whether your club's national membership fees are paid in full and your club is in good standing.
2. The maximum number of Life members any club may elect is one in any two-year period. (Refer to the General Operating By-law.)
3. If your club would like to have more than one Life member, written permission must be obtained. A copy of this request must be sent to the executive director.
4. Once all necessary permission has been obtained, or if your club meets the requirements as stipulated in the bylaws, a request for life membership form, including, life member's name address and phone number, the exact date of presentation and the chair's name, address and phone number, should be sent to National Headquarters and payment for the appropriate amount be sent to Kin Sales. Please allow four to six weeks for delivery.
5. If in doubt, contact National Headquarters.

12.2 ORGANIZING THE EVENING

Given the importance of the evening, the invitation list could be extensive. Be specific when the invitation is extended whether you are extending an invitation to be a guest of the

club or simply extending an invitation to attend the event. If you are inviting a person to be a guest of the club, then the club is normally responsible for travel, accommodation, and dinner costs.

The location where the event will be held should reflect the honour being bestowed. You may decide whether or not to have a head table. Seating arrangements can be found in the protocol section of this manual.

The tone of the event is usually formal; however, it is common practice to include some levity in the form of a 'roast' of the recipient. If you expect some invited guests like the Mayor or member of local council, the MPP and or MP, as well as any dignitaries from other organizations the recipient is involved with to speak, then you should explain the tone of the evening that you expect and how long they have to speak and what you would like them to speak about.

Once all the formal speeches have taken place and if time allows, the master of ceremonies could be instructed to extend an invitation to any other guest who wishes to speak to come to the podium.

Take special care when presenting the Life Membership regalia. Protocol indicates the highest ranking Kin officer make a presentation but you may wish to include a family member or a very close friend to participate in the presentation as well.

Remember this is a once in a life time event and should be given all the dignity and respect it deserves. The member receiving his or her Life Membership will remember the presentation and the manner in which it was done.

****Best Practice***

- *Individuals should be asked prior to the event to perform any special functions such as speaking, making presentations or toasts*
- *Allow time on the agenda for a member of every group of invitees to speak. For instance a member of the recipient's family, a co-worker, or a member of a Kin council or board; each of the Mayor or members of local council, the MPP and the MP should always be allowed time to speak and make presentations.*
- *You may wish to have the highest ranking Kin officer make a presentation and you may wish to have a family member make a presentation as well. Be sure this honour is given with dignity and distinction and the presenters recognize the significance of the event.*

Life Membership Checklist

Life Membership nights are the highlight of any Kin year. It is very important for the chair to realize that this will be the most special night in the recipient's Kin career. Every attention to detail must be made. It will take at least six weeks to organize every detail of the presentation.

Things to remember once the life membership has been approved by the club life membership committee are:

- ❑ Formation of the committee (approval received if required)
- ❑ Confirm the current requirements to qualify according to the Associations General operating bylaws.
- ❑ Set the date
- ❑ Once the life membership has been approved, contact the recipient's family (not necessarily the spouse/partner) so that the family can be present.
- ❑ By written invitation, contact former and current Kin members who have known the recipient, particularly those well known by the recipient. Follow-up two weeks later by a phone call. Offer them opportunity to send a message if they are unable to attend in person.
- ❑ If the recipient has served on a zone, district, or national level, make sure that all members (Kinsmen and Kinette) that they served with that year are informed in writing of this special evening. Offer them the opportunity to send a message if they are unable to attend in person. If they served on a national board, check with national headquarters as to whom they will notify.
- ❑ It is a good idea to design a small handout detailing the past accomplishments of the individual. This can be included in your invitations. Sometimes people forget what others have done.
- ❑ Arrange to produce a `scrapbook` of the evening. Regardless of whether or not an invitee will be attending – ask for letters of congratulations for the person's scrapbook. Fond memories will be made when the recipient looks .
- ❑ Arrange for a photographer to take pictures for the scrapbook.
- ❑ Invite any Kin dignitaries as soon as possible so that they may be sure to attend. i.e. deputy governors, governors, national presidents.
- ❑ Decide on whether or not to have a head table.
- ❑ Arrange for a podium, microphone and speakers
- ❑ An experienced master of ceremonies is very important to the success of the evening.
- ❑ Organize the agenda carefully so that there is a good mixture of Kin recollections, humour and formality. For example, you could have the recipients sponsor do the first speech telling how the member became involved, this in turn, could be followed by more Kin friends reminiscing about memories the recipient evokes. Or perhaps the recipient is the type that can be roasted. Either way, try to make it as humorous and entertaining as possible.
- ❑ Follow-up regularly on letters of congratulations.
- ❑ Be sure to have a special role for the member's sponsor if available.
- ❑ Most importantly, remember, this honour will not come again for your member. A little preparation now will ensure fond memories for years to come.

12.3 SAMPLE INVITATION GUEST LIST

Sample Invitation List	Invited	RSVP	Club*	Total
Invited Guests of the Club (Complimentary meals)				
Immediate family of recipient (including recipient)	4		4	
National President and guest	2		2	
District Governor & Guest	2		2	
Deputy Governor & Guest	2		2	
Mayor, Councillors, Member of Provincial Parliament, Member of Parliament	4		4	
Other Invited Guests				
Past & present Members of the club		88		
Other Family & Friends		10		
Members of any Zone teams, District Council or National Board or Committees the recipient has been a part of		6		
All members of the Zone and District		16		
Dignitaries from other organizations the recipient may be involved with		2		
Recipient's co-workers		4		
TOTAL		126	14	140

12.4 SAMPLE BUDGET FOR A LIFE MEMBER NIGHT

INCOME

60 couples at \$50	\$3,000.00
6 singles at \$30	180.00
TOTAL INCOME	<u>\$3,180.00</u>

EXPENSES

Meals 140 at \$15	\$2,100.00	Includes club guests
Life Member Kit	\$350.00	From Kin Sales
Hall Rental	\$200.00	Legion
Entertainment	\$300.00	D.J.
Invitation costs	\$100.00	Send out invites
Invited Club Guests costs	\$300.00	Travel costs for club guests
TOTAL EXPENSE	<u>\$3,350.00</u>	

REVENUE (LOSS)

(\$170.00)

12.5 SAMPLE AGENDA

O Canada	Club Member
Kin / Kinsmen / Kinette Song	Club member
Kin / Kinsmen / Kinette Grace	Club Member
Toast to the Association	2 nd highest officer present
Response to the toast	Highest officer present
Introduction of Head table	Master of Ceremonies
Dinner	
	Guest Speaker #1 Guest Speaker #2 Guest Speaker #3
Letters of Congratulation	Various
Special Guests Congratulations	Mayor, MPP / MLA etc.
Attendee congratulations	Anyone in the room who would like to speak
Life Member Plaque Presentation	Highest officer present
Life Member Badge presentation	2 nd highest officer
Life Member pin Presentation	Sponsor member / significant other / club president
Life Member Response	New Life member
Adjournment	Master of Ceremonies
Fellowship	

12.6 SAMPLE INVITATION LETTERS

You should customize your invitation letters to the recipient. A different letter is needed for past and present club members, family, friends, co-workers, club invited Kin guests, and club invited dignitaries.

While the opening paragraphs may be consistent throughout, it is important to tailor the letter to the recipient. A few samples are included below.

To past and present club members:

Salutation,

The members of the Kinsmen/Kinette/Kin Club of _____ are pleased to announce that, on Day, Date, we will be presenting our Association's highest honour, a Life Membership, to Kin _____.

Kin career has truly been exemplary, having served our Association at many levels during his/her ___ years as a member – as club director; club CF chair; hall chair; secretary; president; past president; deputy governor; and governor. Whenever there is a job to be done, Kin _____, in his/her quiet way, is always the first to volunteer.

We anticipate seeing many past and present members at this event. What a great opportunity to congratulate a Kin member well deserving of the honour and at the same time renew old friendships.

Tickets are only \$\$\$00 per couple for an outstanding dinner, dance and fellowship and may be ordered by contacting our chairperson: _____

If you are unable to attend, may we suggest sending a congratulatory letter to our chairperson _____.(*give contact information*).

Yours in Kin

Club President

For Kin Dignitaries

The members of the Kinsmen/Kinette/Kin Club of _____ are pleased to announce that, on Day, Date, we will be presenting our Association's highest honour, a Life Membership, to Kin _____.

Kin career has truly been exemplary, having served our Association at many levels during his/her ___ years as a member – as club director; club CF chair; hall chair; secretary; president; past president; deputy governor; and governor. Whenever there is a job to be done, Kin _____, in his/her quiet way, is always the first to volunteer.

We look forward to hosting you for this memorable evening. Upon your confirmation of attendance we will arrange your accommodation, if you desire. We will also gladly reimburse you any travel costs you may personally incur..

We would be most honoured if you would (*detail the duties you expect of the person to perform during the evening*).

If you are unable to attend, please feel free to send a congratulatory letter to our chairperson _____ (*give contact information*).

If you require further information, please contact our chairperson _____ (*give contact information*).

Yours in Kin

Club President

Other Dignitaries such as Mayor, MP, MPP etc.

The members of the Kinsmen/Kinette/Kin Club of _____ are pleased to announce that, on Day, Date, we will be presenting our Association's highest honour, a Life Membership, to Kin _____.

Kin career has truly been exemplary, having served our Association at many levels during his/her ___ years as a member. In our own club's ___ - year history, we have only recognized _____ other members in this manner. Surely this speaks of the high esteem that we hold for _____.

We look forward to hosting you for this memorable evening. Upon your confirmation of attendance we will arrange your accommodation, if you desire. We will also gladly reimburse you any travel costs you may personally incur..

It is our hope that you would arrange to have a congratulatory letter/plaque of recognition from the city/town/Premier/Prime Minister and yourself for this special evening.

We hope that you will be able to attend this special evening to present this memento to _____.

Please confirm your attendance by Day, Date so that we may reserve time on the agenda for your presentation.

On behalf of the Kinsmen / Kinette / Kin Club of _____, I thank you in advance for your assistance, and I look forward to seeing you on _____

Please feel free to contact me if you have any questions.

Yours truly

Club President
Kinsmen/Kinette/Kin Club of

13 NETIQUETTE

E-mail is almost like talking except it is a permanent record versus words that the memory may not remember in complete detail. We use it so much that we don't really think about it. But there are rules and courtesies, just as there are with talking. E-mail is sent over the Net and there is etiquette to follow hence the term NETIQUETTE.

And there are other considerations involved in communicating by written word only. Giving them some additional thought could make your e-mail experience more satisfying and your recipients much happier

1. **Is E-mail the Best option**

Many adults have become dependent upon e-mail as a primary form of communication. Not everyone has a blackberry or sit at their computer 24 hours a day. If you need an immediate response – the phone is still the best method. Don't use e-mail to “download” an important task, as the recipient may not be aware of it for some time. Telephone or face to face communication can often obtain the desired result quicker and without any misunderstanding.

2. **Privacy**

Privacy and E-mail are words that don't go together. E-mails are public domain over which you have no control once they are sent. There are viruses that will disseminate copied information randomly. Work e-mails are the property of the employer and are subject to review by the employer. If you would not be willing to let the world read the e-mail you are sending, then don't send it. Sensitive information should never be sent using e-mail.

3. **To; CC; BCC;**

Use thought when sending e-mails. If a recipient's name is in the TO box, it implies the e-mail is being sent to that person because you want them to know something or do something. Do not include a name in the TO line if it is not important that they read this specific email. CC used to mean Carbon Copy because a copy of a letter was required by each recipient. In Email because there is a TO box for all the desired recipients, the CC box has come to mean Courtesy Copy. If a person is mentioned in an email it is courtesy to let them know. In the work place it is used as a CYA. Most recipients set up a rule that re-directs all CC mail to a separate folder to be read when there is time. The BCC is a Blind CC. It is not to be used to talk behind someone's back, rather it is used for mass email distribution or when a recipient does not want their email address to be distributed. If you are in the TO line a reply may be required. If you are in the CC line a reply is never required.

4. **Read Receipt**

Most email programs allow the user to ignore this option. It really does not serve any purpose beyond knowing the e-mail was opened. This does not mean it was read. Also many employers discourage its use as it ties up bandwidth.

5. High Priority

Waste of time. Few people sort by level of importance. They treat all emails as equal until they open and read them. Then the recipient determines their importance.

6. Subject Line

As in making a speech – Tell ‘em what you are going to tell ‘em, then tell ‘em and then tell ‘em what you told ‘em. The subject line should clearly describe what the contents of the email are about. NEVER NEVER leave the Subject Line blank. Fill it in BEFORE writing the e-mail.

7. 2 subjects = 2 E-mails

Emails are designed to be short and to the point. If you have 2 subjects, then use 2 emails.

8. Response Required?

If you require a response let the recipient know in the first line of the email. Let the recipient know if a nil response equals a No response (saving bandwidth). If you want to say thank you – don't use email, send a paper letter or call using the phone. It means so much more.

9. Confidentiality Statement

Email is never private, but you can include a confidentiality statement in the SUBJECT line indicating you do not want the email to be shared. Remember you are totally at the mercy of the recipient. Such a disclaimer simply advises the recipient that they should not willingly share the information with others.

10. Be Formal

Email is not Twitter and so you should keep them formal and avoid use of abbreviations, emoticons, acronyms, spelling errors, poor grammar etc. Ensure the automatic spell check is turned on at all times.

11. KISS

Keep It Short & Simple. If you have a large message, consider using a word document and attaching it.

12. Attachments

Attach your attachment before you write about it. Otherwise you may send without attaching.

13. Signature Box

Most programs offer the option of using signature boxes. Sending emails as a Kin member is different than an email from work – so set up different signature boxes.

14. Read before Sending

Always give every email once last review before sending.

15. Reply

Give thought before selecting the Reply or Reply ALL features. Use the Reply ALL only when it is necessary for everyone to receive a response. If the email is soliciting a vote or an acceptance of an invitation – you do not need to reply all.

16. 24 Hour Rule

When receiving a controversial to intense email, NEVER USE THE REPLY Button. Rather open a new e-mail, leave the TO area blank and then write your reply. Save it as a draft and then edit it 24 hours later. You may discover an email response is no longer the best option, or even necessary at all.

17. UPPER CASE

Capitals and red text indicate anger and should be avoided. The same with exclamation marks. Emoticons should be used sparingly.

18. Chain E-mails / Jokes

Some people love receiving chain emails and Jokes. Others see email as a business tool and view chain emails and jokes as frivolous. Companies will frown on employees receiving such emails as they may contain viruses and they use unnecessary bandwidth. People with blackberries often dislike chain emails or jokes with large attachments. Know your audience before you send such emails. It is recommended that people who forward chain letters or jokes set up a distribution list of people who have indicated they wish to receive such emails.

19. Preview Pane

If your program allows it – use the preview pane. Although many use the subject line to clearly explain the contents of an email, the preview pane allows you to read a large part of the email without actually opening it. This can help reduce the spreading of a virus. Even an email from your best friend can contain spam or a virus. They may not know they are infected.

20. Filing E-mail

In the “old” days, the search engines of email programs were limited, so people used many folders to file their emails. Today’s programs and search engines have eliminated this need. It is recommended to go with just two folders. One for the cc emails you may receive. Have an automatic rule to move such emails to this folder. The other folder can be used to store all the emails you send and receive. Then use the search engines to sort your e-mails.

14 PROTOCOL

14.1 INTRODUCTION

By definition, **protocol** is a set of guidelines for use in various circumstances. Protocol is not a rigid set of rules, but a guideline on how to do things in a way others expect them to be done.

The following section is intended to be a resource for members and clubs regarding a wide range of activities and events. It is a valuable source of information for all members.

The information has been gathered from a variety of sources. It does **not** replace “official” documents. Members are encouraged to refer to **National General Operating By-law No.1, National Policies and Procedures** and other Governing Documents of the Association if more definitive information is needed on a given subject.

****Best Practices:** If you are looking for a quick idea on how to deal with a certain circumstance, these points will give you some sound advice on protocol you should follow to be sure you have covered any circumstance correctly.*

14.2 RESPECT

Treating people with respect makes our world a better place to live in, whether at home, out in your community or at a meeting. It is easy - all you have to do is treat people the way you like to have them treat you.

We live in a diverse nation made up of many different cultures, languages, races, and backgrounds. This kind of diversity can make all our lives more interesting, but only if we get along with each other. To do this we have to respect each other.

***Best Practices**

- *Do not insult people or make fun of them, do not mock or tease*
- *Listen to others when they speak.*
- *Value other people's opinions.*
- *Be considerate of people's likes and dislikes.*
- *Do not talk about people behind their backs or spread unconfirmed rumours or gossip*
- *Be sensitive to other people's feelings.*
- *Try to learn something from the other person.*
- *Never stereotype people.*
- *Show interest and appreciation for other people's cultures and backgrounds.*
- *Do not give credence to prejudices and racist attitudes.*

14.3 USE OF KIN CREST

Before using the Kin Crest for any purpose all clubs and / or members must contact the communications department at Headquarters and request permission to do so.

Clubs making the request will be required to fully outline how and where the crest will be used and will be required to fill out and sign a disclaimer form before final approval is given.

****Best Practices***

- *This is a requirement for any use of the Kin crest and is necessary each time the use of the crest is desired for any purpose.*
- *The Kin crest is a registered trademark and must be treated as such. If you are not sure about using the crest in a certain circumstance, please contact the communications department at Kin Headquarters.*

14.4 BADGES

Your Kin Badge should be viewed as one of the most important pieces of Kin regalia you will ever wear. It is a symbol that you have been duly installed as a member of a club within the Kin Canada Association. With this in mind you should remember the following when you put on your badge:

When you put on your name badge you are indicating to those you come in contact with you have accepted the ideals and the objects of Kin Canada. It is an honour to be able to wear any name badge bearing your name and the Kin Crest. You should be prepared to act in a manner befitting of a Kin member when you are wearing your badge. This means you are expected to behave in a professional, ethical, morally and legally correct way.

Your name badge is to be worn on your left chest at a height that will enable it to be easily viewed and read.

****Best Practice***

- *Only one name badge should be worn at any given time.*
- *If you do not wish to pierce your clothing with a pin, you may wish to consider ordering a new badge with a magnet instead. The magnet will hold your badge on securely onto most materials without causing any damage to clothing.*
- *The badge should not be marred or pierced in any way; this would include the piercing to carry any pin.*
- *If your badge is damaged in any way it should not be worn and should be replaced immediately. Should you wish to order a replacement badge, Kin Sales is the only accredited provider of Association badges.*

- *Badge add-ons are intended to be worn one or two at a time. They signify an indication of your elected position or special standing, i.e. an acknowledgement of a district or national program participation for the current Kin year. Having more than 2 badge add-ons, or badge add-ons indicating special standing from a previous year at the same time is to be discourage*
- *Each add-on should be removed at the end of the year in which it was given.*
- *In the case of a Zone, District, or National officer badge, no add-ons should be adhered to the badge at any time.*

14.5 ASSOCIATION PIN

Your Association pin should also be viewed with the same respect accorded your name badge. To that end; the Association pin is worn on your left chest.

There are several Association pins that are viewed as acceptable for any meeting or event. They would include:

- An Association pin
- A past District or National office pin
- A Life Member pin
- The Maple Leaf Award of Distinction pin

It should be worn two finger widths and centered above your badge. If you are wearing a suit jacket the pin should reside on the upper portion near the center of the lapel.

****Best Practice***

- *Nothing should be placed higher than your pin, at any time.*
- *No more than one Association pin should be worn at any time. If you have several to choose from, select one that you deem appropriate for the occasion.*
- *The only acceptable add-on to any Association pin is the perfect attendance add-on, which will hang from the pin stem between the pin and your clothing.*
- *Damaged or marred Association pins should not be worn at any time. Should you wish to order a replacement pin, Kin Sales is the only accredited provider of Association pins.*

14.6 FLAG ETIQUETTE

When facing the flags:

- For three flags, the Canadian flag is in the center.
- If there are two or more than three flags, the Canadian flag is on the left.
- The Canadian and Provincial flags should be flown at all functions.

14.7 ADDRESS TO THE CHAIR

Addressing the chair is done as a sign of respect for the chair of the meeting, and signals to the other delegates that you have been acknowledged by the chair and you are ready to speak on a topic.

The address should always be as short, direct and respectful as possible:

Assuming there are guests in attendance the address should be:

“Chair _____, guest and fellow Kin.”

If no guests are present then the address should be:

“Chair _____ and fellow Kin.”

If the chair has an official title, the word chair should be replaced with the person’s title.

****Best Practice***

- *It is inappropriate to use an address that is defamatory or derogatory in any way. It is not necessary to include dignitaries in the address to the chair. The respect for dignitaries is shown during their introduction and acknowledgement from the members. Once they have been introduced.*
- *Once you have been recognized by the chair you will stand and state the proper address to the chair prior to expressing your opinion on any topic currently being discussed. This is the case at all Kin meetings club, Zone, District and National.*
- *At a Zone, District or National convention, members should commence by stating their name and club for recording purposes.*

14.8 SEATING ARRANGEMENTS

Head table Protocol for placements:

The place of honour is that to the immediate right of the chairperson and that place should be accorded to the dignitary primarily honoured on that occasion. Depending on the function, that person may be the national president, the governor or the deputy governor, or perhaps a very special guest speaker. The chairperson should be to the right of the podium so that the guest does not find him/herself with a wide space between him/herself and the chairperson. People are then seated, left to right, in order of importance to the reason for the meeting. Couples may be seated side by side, but head table guests often prefer to be seated apart from their spouses to provide more opportunity for conversation with other guests.

Place cards will facilitate the seating plan and avoid the confusion of who will sit where. Head table guests should be escorted to the table rather than be allowed to find their own way. It is a nice touch to line them up outside the banquet room and lead them to the table. At the very least, the chairperson should escort the primary dignitary and his spouse to the table and assist them to find their proper places. If space at the head table is limited; special reserved tables should be set up in front of the head table to accommodate special guests who should be recognized.

If there is no head table, ensure enough tables are reserved for each dignitary and their guest. In this case they would be seated close to a free standing podium to allow them access for speaking. If there are non-Kin guests, or family members other than a significant other, who have been invited to a formal dinner or occasion by the ranking officer, if they cannot be seated with the officer they would be seated at tables as close by as possible. For instance at a Governor's Ball, where there is no head table, any guests of the Governor, such as children, parents or siblings, they would be seated as close as possible to the Governor's table.

Zone meeting Head Table seating

The Deputy Governor as the chair of the meeting takes the place of the President as discussed in the previous section. Their Zone Directors would be seated accordingly; Secretary beside the Deputy Governor, then Treasurer and any others as space permits.

If a ranking District or National Officer is present for the meeting they should be seated at the head table where room permits. If no room is available at the head table the ranking officer should be seated at a reserved table close by.

The same applies to any other invited dignitaries or guests. If room does not permit them to be seated at the head table, they should be seated close to the head table to allow them easy access to the podium for speaking.

District/National Meeting Head Table seating

It was often the practice to have an upper and lower head table at a District meeting to allow for all members of the District Council to be seated in front of the delegates.

More recently it has been common practice to forgo seating for all members of the council and to seat only the District Executive at a single head table, allowing the remaining members of the council to be seated at reserved seating close by.

Club Dinner meetings

It is customary to seat the President at the head table near the podium, whether it is on the table or a free standing podium.

The Secretary should be seated beside the President, in order for the President to convey or receive information regarding the minutes

The Club Treasurer should also be seated close to the president. The rest of the executive may be seated at the head table if room permits, however this is not mandatory.

If guest speakers or other dignitaries are in attendance at a club meeting, they should be placed at the head table. These people are normally accorded the highest rank and therefore will be seated to the right of the Chair, and the Secretary and Treasurer may be seated to the left.

****Best Practice***

- *For a formal head table observe these rules:*
 - *A female should never be seated at the end of a head table*
 - *Ensure there is enough room at the head table for each individual to eat comfortably during a meal; if there is not enough room move invited guests to a reserved table close by*
- *Where there is no head table:*
 - *It is normal practice to arrange the tables moving around and away from the podium and seating officers according to rank*
 - *Seat invited guests of the ranking office at reserved seating as close as possible to the officers table*
 - *Seat any other invited dignitaries at reserved seating as close as possible to the podium*
- *REMEMBER: Whether you have a formal head table or not, there is often a march-in procession; it should be easy for all to arrive at their seats without complicated process.*

14.9 TOASTS

At a club meeting the toast may be limited to a toast to the Association or Canada and the Association. At Zone, District National and Special events, there may be multiple toasts.

There is protocol which should be observed when asking individuals to make a toast at your event:

- The toast to the Association should be given by the second highest-ranking Association officer present.
- The reply to the toast to the Association should be given by the highest-ranking officer present.
- The toast to Canada may be given by any member of the Association

A toast need not be complicated or long winded; it may be as simple as asking those present to raise their glasses in a toast to the desired object of the toast.

If you are asked to give a reply to the Toast, ask who is making the toast and ask them what they will be saying. In this way you will be able to give an appropriate reply. A reply to the toast would always start by thanking the maker of the toast for their words.

No matter if you are making a toast to the Association or a reply to a toast, be sure you use appropriate language as befits the honour of the appointed duty.

[The following was extracted from Wikipedia]

Toasts may be solemn, sentimental, humorous, even bawdy or insulting. The practice of announcing one's intention to make a toast and signaling for quiet by rapping on the wineglass, while common, is nonetheless regarded by some authorities as rude. Except in very small and informal gatherings, a toast is offered standing. At a gathering, none should offer a toast to the guest of honor until the host has had the opportunity to do so. In English-speaking countries, guests may signal their approval of the toast by saying "hear hear." The person honored should neither stand nor drink, but after the toast should rise to thank the one who has offered the toast, perhaps but not necessarily offering a toast in turn. As toasts may occur in long series, experienced attendees often make sure to leave enough wine in the glass to allow participation in numerous toasts.

Putting one's glass down before the toast is complete, or simply holding one's glass without drinking is widely regarded as impolite, suggesting that one does not share the benevolent sentiments expressed in the toast, nor the unity and fellowship implicit in toasting itself. Even the non-drinker is counseled not to refuse to allow wine to be poured for a toast. Inverting the glass is especially discouraged.

Toasting traditionally involves alcoholic beverages. Champagne (or at least some variety of sparkling wine) is regarded as especially festive and is widely associated with New Year's Eve and other celebrations. While many people nowadays substitute sparkling fruit juice (often packaged in champagne-style bottles), and many authorities consider it perfectly acceptable to participate in a toast while drinking water, formerly, refusal to drink might give offence; noted teetotaler William Jennings Bryan, on a state visit, toasted a Japanese admiral with his water glass, pointing out that his host had won his victories on water, and if he should ever win a battle on champagne, he would willingly toast him in champagne. While some regard toasting with an empty glass as either unlucky or simply rude, others view this as acceptable behavior for the non-drinker.

It is a superstition in the United States Navy that a toast is never to be made with water, since the person so honored will be doomed to a watery grave. During a United States Air Force Dining In, all toasts are traditionally made with wine except for the final toast of the night made in honor of POWs/MIAs; because these honorees did not have the luxury of wine while in captivity, the toast is made with water. Some versions of the protocol prescribe a toast in water for all deceased comrades.

Sample Toast to the Association

Address to the Chair: _____.

Kin Canada is a unique Canadian service organization. It is through our Association that we, as members, can develop personally and at the same time give to our communities. It is through our Association that Kinsmen and Kinettes, as two bodies, share a common goal – making our communities a better place. It is through our Association that we can express our opinions openly and then join together in fellowship in an evening such as this.

Please stand and join me in a Toast to our Association.

Sample Reply to the Toast

Thank you _____ for your kind words.

Address to the Chair: _____.

Kinsmen and Kinettes are known throughout the country for our service work, but only as a result of countless hours committed by you, the members. Pulling your thoughts, ideas and energies together keeps this Association unique, alive, and vibrant and in the forefront as the leader in service work in our larger community, Canada.

You may not always directly see the fruits of your labours, but you can be confident in knowing that each one of you here tonight has given a CF child hope, as researchers continue to draw nearer to a control. You have put a smile on an abused child's face, and you have reunited families.

Kinsmen and Kinettes, on behalf of our Association, thank you for making a *difference in the lives of so many Canadians*.

****Best Practice***

- *Chose a member prior to the meeting and ask them to prepare a toast to the Association.*
- *If you are asked to make a Toast, be sure to take your filled glass with you when you go to the podium.*

14.10 GUEST SPEAKERS:

Checklist:

- ❑ Be sure your guest has time on the agenda, i.e. 10 minutes, to speak and equal time to answer questions. Don't arrange for other speakers or time-consuming entertainment that will make for a long meeting.
- ❑ Have a host Kinsman or Kinette responsible for making your guest feel welcome, explaining some of the club's activities and making general introductions.
- ❑ Supply your guest, when feasible, with an adequate supply of drink tickets and make sure his/her meal payment is made prior to the meeting.
- ❑ Request a personal biography from your guest in order to make a detailed and personal introduction at the appropriate time.
- ❑ Never leave your guest sitting alone and perhaps feeling very uncomfortable.

14.11 VISITING DIGNITARIES

A highlight for any club at a meeting or event is a visitation by an invited dignitary, Kin or otherwise. The list of dignitaries includes the National President, a National officer, a District officer, a Mayor, a Regional Councillor, an MPP or MP, a Guest speaker, and visitors from another Service organization.

It is always wise to send out any invitations well in advance of any event. Busy people lead busy lives, and their schedules quickly fill up.

Once the dignitary has accepted the invite, the club must begin making preparations to receive such a guest as there are specific things every club member needs to be aware of and certain behaviours which should be observed and protocols to be observed

Members need to be advised well in advance of any dignitaries visit, and the purpose of that visit. A club President will want to ensure maximum attendance so the dignitary thinks well of the club.

Be sure to invite the press.

Properly greeting the dignitary upon arrival at your meeting

If the dignitary is a member of your Zone or District they may be acquainted with one or more members of your club, however if the visitor is the National President he/she may not know any members in attendance. Be sure to introduce your visitor properly to as many members of your club as you can during the social time prior to the meeting. If you are the President or a member of the executive, you may have other duties to attend to in preparation for your meeting

and may not be able to spend time with the visitor. Be sure you choose a member of your club to take your place as club diplomat until you are able to renew your attentions.

Choose a member prior to the meeting and ask them if they are comfortable taking on this responsibility for you. Choose an individual who is affable and knowledgeable about your club, zone and District. This will enable them to carry on conversation with the visiting dignitary helping them to get to know your club better during their visit.

If you have invited a dignitary and their spouse who may not be familiar with your club members, it is a good idea to assign a “host” couple to look after the invitees. Depending on the event, the invitees may also be invited to a private home for cocktails prior to the main event.

Introducing your guest(s)

Remember this individual is attending your meeting (or event) at your request and is there in an ‘official’ capacity. When making an introduction you would use their full name and title, unless they advise otherwise. I.e. Kin John this is National President, Member of Parliament, Mayor, etc. John/Jane Doe. If the introduction is being made to a group or the entire club at once you may want to try ‘Fellow Kin, we are pleased to have with us this evening National President, Governor, Deputy Governor, Mayor, Members of Parliament etc. John/Jane Doe. It may be helpful if you can give one or two other details about the dignitary as well during your introduction such as the home club of the dignitary, the district if not your own, or add information about their past Kin career.

Show me the money

It is very important to stress to the members of your club that visiting dignitaries and guests are exactly that – guests. They should not be asked to purchase draw tickets or pay fines. If they offer then accept with dignity but make it a club practice not to ask any visitor to purchase any items your club may have for sale. Figure in that in the course of a year any dignitary, particularly a Governor, or National President may visit a large number of clubs and events through the course of their term. It may only be a two dollar ticket but repeated 100 times means your fellow Kin is pulling \$200 out of their own pocket.

When you have invited a visiting dignitary your club should be prepared to cover all costs associated with the visit. If the visitor is coming for your dinner meeting only, your club is expected to cover the cost of the evening’s meal. In most cases it is also expected your visitor will have beverages provided during their stay, (it would be pertinent to enquire and find out what your guest would like to drink during the evening prior to their visit. If this is not possible make the enquiry at the start of the evening and ensure you ask if they are in need of a refill frequently).

Travel and accommodation expenses are items that should be discussed prior to the visit and a decision reached as to who will be paying these bills. The last thing you want is for a visitor to be faced with an unexpected travel or accommodations bill.

If you are unsure about who covers which costs, refer to your house rules. If there is nothing stated there, start making phone calls until you find a source who can provide you with valid information. The best case scenario and expected reality is that your visitor will not have to pay any amount out of their pocket during their invited visit to your club.

Perform any official duties during your meeting

Any guest is a close as a phone call away. Make the call as a courtesy and an indication of your respect for your visitor prior to your meeting/event. Let the visitor know you would like them to take on a particular task during your meeting. Be specific when you are speaking to them and once you have asked do not change the task without letting them know first. It could prove embarrassing and uncomfortable for both of you if you do not take the time to identify any expectations you may have of them prior to your meeting. You will find most dignitaries are very willing and able to perform any tasks you may ask them to perform if they are given prior notice.

If you are able to observe these best practices for any visiting dignitary you will ensure your guest has an enjoyable time and you will be able to feel proud about having hosted honoured Kin or non-Kin at your meeting or event.

Checklist:

- Send out the invitation as soon as event date is set to allow for the invitee to arrange their schedule accordingly.
- Notify the visiting officer that you are aware of his/her impending visit to your club; at the same time re-state the specific dates.
- Notify all local members so as to have maximum attendance at any meetings the visitor will attend.
- Check to see if the visitor's spouse or a traveling companion will be coming as well.
- Make hotel reservations/arrange billets and notify guest of exact address and telephone number of his/her accommodation.
- Notify guest if s/he will be met at the airport or hotel, whichever applies.
- Notify the hotel who will be responsible for the bill; this will save any embarrassment.
- If feasible, arranging for a fruit basket, bar set-up or snacks in the room is a nice touch. Advise the hotel that your guest is a VIP and they may upgrade the room for you.
- Arrange for all transportation while your guest is in town.
- As far ahead as possible, provide your guest with details on the club, zone or district so that he/she can familiarize him/herself with the facts, therefore contributing to his/her feeling of familiarity with his/her hosts.
- Arrange for a modest gift (researched if possible) for your guest and a token gift for his/her spouse, remembering that flowers do not transport well.

- ❑ Issue a dress code ahead of time so that your guest can be prepared.
- ❑ Offer your guest all the assistance necessary for his/her arrival, stay and departure from your town.

****Best Practices***

- *Under no circumstances should the visitor be left standing or sitting alone*
- *It is never wrong to remind your club members to accord your visitor every respect while they are at your meeting.*
- *Asking the Dignitary to purchase club draw or raffle tickets is not appropriate under any circumstances.*
- *Whatever you do, do not wait until your visitor arrives to ask them to perform any official functions, such as making toasts, installing members, making presentations or speaking to your group.*

14.12 NATIONAL PRESIDENTS VISIT TO A CLUB

The National President is the highest ranking Kin Canada office and should be treated with the respect due the position at all times.

There are certain protocols which must be observed where the National President is concerned.

If the National President is coming at the invitation of a club, Zone or District, whoever is extending the invitation is responsible for the travel and accommodation costs associated with the visit.

If the National President is coming to attend an event or meeting at his/her request a club, Zone or District should ensure the following as a sign of respect;

- S/he should be met at the airport, if traveling by plane, by a designate of the event committee and transported either directly to the event or to the arranged accommodations.
- Arrangements for the return trip should be arranged on their behalf, and communicated clearly prior to the travel date.
- S/he should be assigned single accommodations, not shared, for the duration of their stay.
- If hotel accommodations are not a budgeted item, with the approval of the National President, alternate arrangements, i.e. billeting, should be made on his/her behalf. This kind of arrangement needs to be discussed with the National President or his/her designate when the invitation is extended. The host should confirm with the National President or their designate if smoking accommodations are required.
- The cost of all meals associated with an event or meeting will be covered by the host.

- The National President should also be offered a beverage of their choosing and it behoves the host to ensure he/she has refills as required.
- The National President should never be asked to buy any manner of ticket. If your club, Zone or District has a raffle or draw of any kind during the meeting or event the National President should be given a ticket at no cost; asking if he/she wishes to participate is not acceptable, the ticket should be offered without expectation.

The National President is to be offered time on any agenda. It is always a privilege to have him/her speak to the delegates or attendees at a meeting or event. The chair of the meeting will indicate when this time will arise on the agenda and how much time will be allowed prior to the meeting or event.

The National President should never be left standing or sitting alone at any meeting or event. Nor should they be traveling alone to or from any meeting or event, unless specified. It is important the host assign a Kin member as a companion for the National President during the course of his/her visit. A member who is knowledgeable about your club, zone, district, can answer questions and can introduce him/her in an appropriate manner is suggested.

A good host will ensure the National Presidents needs are met within reason.

When an invitation is extended be sure to establish if the National President has any special meal requirements or food allergies.

Proper seating protocol should be observed during a meeting or event.

14.13 NATIONAL PRESIDENT'S DISTRICT TOURS

Each year the National President will tour 2 districts. The governors are responsible for making the arrangements for this tour. Payment for travel to the district is paid from the national budget; however, all other expenses will be met and pre-arranged by the district (zone or club) entertaining the president. All hotel bills must be paid in advance, or the bill sent to a pre-arranged address. Schedule the tour with appropriate rest breaks. When making presentations to the President, remember that perishable items do not travel well.

Since you will know the tour dates well in advance of the tour, you should request clubs to arrange any special presentations (i.e. Life memberships, club anniversaries etc.) to coincide with the visit.

Arrange for local press to attend the President's Tour. It's a great public relations opportunity for your club and your district.

15 CLUB FINANCES

15.1 A MEMBER'S FINANCIAL RESPONSIBILITY

Kinsmen, Kinette and Kin clubs belong to the Association of Kin and are service clubs. They run projects which collect funds from the public, and then they redistribute those funds back to the public in areas of greatest need.

Clubs are "Not For Profit" incorporations. This means the clubs do not make a profit, and therefore do not "own" the money they raise. Clubs are simply guardians of the public's funds, and the public assumes we will return those funds in the best interests of the community. As such, clubs carry a certain responsibility to safeguard those funds and to ensure they are spent wisely. Clubs must earn and retain the public's trust.

Voting on Motions

Every member of a club has the RIGHT to vote on financial motions presented to the club.

With that RIGHT comes the RESPONSIBILITY that the member must understand how Club finances work and how to read and interpret the financial reports presented to the club.

As noted, these funds do not belong to the individual club members. We are simply the guardians of trust. As such members need to understand and appreciate how a club raises those funds, and they need to ensure all funds being expended are done only after ensuring they meet the community's greatest need.

This manual contains a Community Assessment form which will help clubs and its members determine those needs.

15.2 CLUB EXECUTIVE RESPONSIBILITY

It must be stressed that a club's fiduciary responsibility and the need to exercise a duty of due care and diligence **DOES NOT** rest with the Club Treasurer. Rather those responsibilities belong to the entire Executive and the Executive members **CANNOT** abdicate that responsibility to the Treasurer.

If you have been elected to the Executive you must take your financial responsibility seriously. If a club Executive have members who have limited financial background or training, the Club President shall ensure appropriate training is provided early in the Kin year.

Every member of the Club Executive, including the treasurer, is **equally** responsible for ensuring the appropriate financial checks and balances are in place and, most importantly, are followed. One cannot assume someone else is doing their job.

Once all executive members have received financial training, one of their first tasks is to review the club's approved list of checks and balances and determine if they are comfortable with them. The Executive are liable as a group, and therefore as a group shall approve the list.

A suggested minimum list of checks and balances is indicated on the following page:

15.3 FINANCIAL CHECKS & BALANCES

1. The club shall use the accounting software package as per the House Rules
2. The treasurer will present to the club a report which shall consist of:
 - Balance Sheet to end of month
 - Profit & Loss General to end of month
 - Profit & Loss Service to end of month
 - List of Accounts Receivable and payables
 - List of cheques written during the month
 - List of deposits made during the month
3. All cheques issued shall have a minimum of two signatures. The signatories will:
 - Review the back-up documentation with regards to the vendor and amount
 - Confirm the cheque is being written from the appropriate bank account
 - Confirm the cheque is authorized by the budget or a motion duly passed at a General or Executive meeting.
 - The cheque is not made out to either signatory or the company a signatory works for.
 - Obviously no cheque shall be signed in advance without the above checks being performed.
4. The bank statements shall be mailed to the Club Secretary who shall perform a cursory review – comparing the deposits, withdrawals and balances to the Treasurer’s report.
 - If the club is using electronic banking with the no paper option, an member other than the treasurer shall be granted access in order to download the statements and perform these checks.
5. Once the budget has been approved:
 - The secretary is responsible for ensuring an Invoice is sent to each individual member regarding any dues or other amounts owed.
 - If the dues are not paid by the club deadline, the secretary is responsible for ensuring a monthly statement detailing the outstanding balance is mailed.
 - NOTE: The treasurer can actually send the invoice and statements, but the Secretary retains the accountability.
6. A Finance Committee will:
 - Perform a mid-year review of the club’s finances and back up documentation and make a report to the Club Executive
 - Perform an audit or End of Year review of the club’s books prior to September 01. This then allows the “actual data” to be used in preparing the club budget.

15.4 GENERAL VS SERVICE DIVISIONS

Kinsmen, Kinette and Kin clubs are incorporated and therefore must operate in a professional business-like manner. A primary function of these clubs is service work. They raise funds from the public, and then return those funds serving their community's greatest need. As such, these clubs are guardians of public funds, and must take all the necessary checks and balances to protect these funds and to spend them wisely.

Canada Revenue Agency which requires corporations such as our clubs to file annual tax returns. Canada Revenue Agency does not see any difference between the type of money in our bank accounts. However, our Objects indicate there are two components to belonging to the Association. Service and Fellowship. It is only appropriate that **internally** we **TRACK** Service funds (those funds raised from the public and spent on the public) separately from Fellowship funds (those funds we raise from our members and spend on our members).

To do this, we consider our incorporated Clubs to have 2 divisions – a Service Division and a General Division. Traditionally, when a club was first chartered, in order to manually **TRACK** the finances for each division, it would open two separate bank accounts, one being referred to as the General Account and the other referred to as the Service Account. When the treasurer reported to the club, the members could easily see the individual balances in the two accounts.

Over time clubs would open and close additional bank accounts giving them different names. Often clubs would open accounts for special projects such as a Convention Bank Account a Cystic Fibrosis Project account. In some Provinces, clubs were required to have separate bank accounts to **TRACK** their lottery funds.

With so many bank accounts open, the average member was no longer able to quickly distinguish their available general from their available services funds. The meaning of the terms **General account** and **Service account** were becoming blurred. In financial circles, the term **account** refers to numerous things. It can refer to a bank **account** or a General Ledger (G/L) **account** on a Profit and Loss statement. Therefore it is recommended that clubs use the term **General Division & Service Division** in **tracking** their funds.

In this manner the General Division could have 4 bank accounts with a variety of names, but adding their balances would show the total balance for the General Division. Likewise for the Service Division. All lottery funds come from the public and therefore are considered Service Division funds. Great care must be taken in **tracking** these funds, and provincial rules and regulations supersede any Kin rules and regulations with respect to finances.

Clubs, being legally incorporated, are therefore required to **track** their funds according to generally accepted accounting principles, and keep all financial records including documentation for a minimum of 7 years. It is recommended clubs use a professional bookkeeping software package such as Quick Books or Simply Accounting. The use of Excel spreadsheets should be discouraged.

TRACKING FUNDS TO SERVICE OR GENERAL DIVISIONS

GENERIC RULES

1. **SERVICE:** Funds raised from the public are to be spent on the public. These funds are considered to be Service Division funds are **tracked** through Service bank accounts using a Service Division Profit & Losses.
2. **GENERAL:** Funds raised from members of Kin and their guests may be spent on members of Kin and their guests. These funds are considered to be General Division funds are **tracked** through General bank accounts using a General Division Profit & Losses.
3. If you are unsure where to allocate any income – record it as a Service income.
4. If you are unsure where to allocate any expense – record it as a General income.

EXCEPTION TO THE RULE:

1. Clubs may transfer an administrative fee for running service projects from the Service Division to the General Division.
 - a. By definition the Administrative fee is exactly that. It is a fee assessed to “operate” the corporations, in other words to pay for all those expenses that keep the corporation viable but are not directly related to a service project. For example the expense of a P.O. Box, maintaining a bank account, running P.R. program, paying for guest meals, assessments from District and national etc.
 - b. Traditionally this administrative fee was set at 15% of total **NET** service income, and we would have guidelines as to what we should pay out of our Service and out of our General Divisions. There was also a perception that the administrative fee was to be spent on member activities.
 - c. The 15% “rule” is no longer in our General operating By-laws and as such each club must determine if and how much it wishes to assess its service fundraisers as an administrative fee and what to pay from where.
 - d. Obviously the most simplistic approach that would have our finance reports reflect accurately would be to pay all administrative costs such as national and District assessments, PO Box, guest meals etc. out of the General Division and then transfer a set amount from Service to pay all of these expenses.
 - e. This way the Service finance report would only indicate the service projects and donations plus a single administrative transfer to General.
 - f. **REMEMBER:** This is only for **INTERNAL TRACKING AND REPORTING** purposes. As far as the CRA (and the public) is concerned we only have one financial report.

15.5 BANK ACCOUNTS

A club may open as many or as few bank accounts / investment vehicles as it deems necessary. The software can be used to accurately **track and report** the finances to the club membership. Provincial Gaming Authorities may require clubs to open and close individual bank accounts as required by legislation. The club Treasurer must be aware of these requirements.

15.6 GENERAL LEDGER ACCOUNTS

The Treasurer will group all income and expenses into General Ledger (G/L) accounts for reporting purposes. These G/L's will appear on the Balance Sheet and the profit and Loss statements that a Treasurer presents to the club. Each line on these reports are G/L accounts. The G/L accounts are listed in the Chart of Accounts.

15.7 CHART OF ACCOUNTS

Business' normally group their transactions into General Ledger (G/L) accounts. A **Chart of Accounts** is a listing of all accounts used by the District / club. Typical accounts that most members are familiar with are dues; fines, donations etc. When a club does its budget, it usually lists the accounts on the left with amounts of the right.

Think of the **Chart of Accounts** as a filing cabinet. Each file in that cabinet is like a physical file folder for each type of accounting information you want to track. For example, if you want to know how much money you are spending on social events – you create an account called SOCIAL EVENTS and all transactions related to those events are filed and recorded in that account.

Ideally each account name starts with a number and then a description. It is a wise idea when first setting up a numbering system to separate the account numbers by several digits to allow for expansion in the future thus while maintaining a logical order.

Kin Accounts are often grouped into 5 main categories – numbers may be assigned to the individual G/L accounts.

Number Range	Category	Description
BALANCE SHEET ACCOUNTS (instant photo of your financial health)		
1000-1999	Asset Accounts	Things you own i.e. bank accounts, investments, house, car etc.
2000-2999	Liability Accounts	Money you owe i.e. loans, mortgages, credit cards
3000-3999	Equity Accounts	The difference between your assets less your liabilities.
PROFIT & LOSS ACCOUNTS (amounts earned / spent during the Kin year)		
4000-4999	Income Accounts	The income you get from the normal day-to-day activities. i.e. dues from members, fines, draws etc.
5000-5999	Expense Accounts	Expenses i.e. bulletin, insurance costs, service donations etc.

(*Normally the 5000 series is dedicated to Cost of Goods Sold (COGS), and the 6000 series is then dedicated to expenses. If you don't have any COGS – then the 5000 series can be used by the Expenses grouping.

Because Kin operates a General Division and a Service Division, we often use a special accounting numbering system so we may easily produce separate General and Service Profit & Loss statements. To facilitate sorting we simply append a G or an S to the front of the G/L account number.

General		Service	
\$ come from or spent on to Kin members and their guests		\$ come from or got to members of the public. *	
Income	Expense	Income	Expense
G4000-G4999	G5000 – G5999	S4000-S4999	S5000 – S5999

**Note: if there is doubt –if it is income it is attributed to a Service income account, and if it is an expenditure it is to a General Expense account.*

Four accounts deserve special mention at this point in time.

1. Accounts Receivable is an Asset account that reports the total amount of money owing to you. In Kin, this would include the dues the various club members owe the club.
2. Accounts Payable is a liability account that reports the total amount of money you owe to others. Most Kin clubs deal in cash and so only a few actually have any Accounts Payable. An example could be the assessments we owe to National and District. These amounts could be set up in an Accounts payable, and then paid. Most clubs simply pay direct.

3. **Net Income / (Loss):** This account is reported on the Profit and Loss statement and is the difference between the profit and expenses over a defined period of time. During the Kin year, the Net Income is the difference between the income earned from July 1st (start of the Kin year) to the current date less the expenses it has paid. The Annual Profit & Loss statement reports the differences between Income from July 1 – June 30 of the following year. If the expenses are greater than the income, you then have a **Net Loss** and to indicate it is a loss – the number is encased in brackets (Loss). The **Net Income (Loss)** also appears on the Balance sheet in the Equity portion.
4. **Retained Earnings** is the total of all previous net incomes which are retained by the club. For example if a club was formed on July 1, 2007 and during its first Kin year of 2007-08 the club had a net income of \$1,000, and during its 2nd Kin year (2008/09) it had a net loss of (\$250), the retained earnings as of July 01, 2009 would be \$750.00 and would remain that way until the end of the Kin year 2009/10. Assuming the club had a net income of \$400 in that year, on July 1, 2010 the Retained Earnings would be - \$1,150.

BALANCE SHEET

Balance Sheet: A snap shot in time of your assets, liabilities and equity.

- a. **Assets** lists what you own as of the date of the report. Included here would be things like bank accounts, monies people owe you, value of your house, car, furniture etc.
- b. **Liabilities:** These are the things you owe as of the date of the report. Included here would be things like loans to banks or other individuals, what you owe on your credit cards, mortgages, etc.
- c. **Equity:** This is the difference between your assets and your liabilities as of the date of the report, in other word your Net Worth.
- d. Simplistically speaking if today your house was worth \$100,000 and you had a \$40,000 mortgage, your **Equity** would be \$60,000.
- e. Values listed for the various items on a Balance sheet can change daily, but all you see is the value as of that specific report date.
- f. Members often look only at the Bank balances without realizing they may already have committed all the money in the bank already.

PROFIT & LOSS (P&L) STATEMENT

Profit & Loss: This report tracks revenues and expenses over a specified period of time, usually a Kin year or the life of a project

- a. Report should have 3 columns – First column shows the names of the individual line items (projects etc.), 2nd column shows the actual amount earned or spent FROM the start of the Kin year of the start of the project, TO the date of the report and the 3rd column shows the budget as approved on budget night.
- b. For each executive meeting a treasurer should issue a separate P&L for its General Division and its Service division.
- c. As part of their final report to the Executive, project chairs should include a P&L, listing the revenues and the expenditure incurred during the life of the project.)
- d. The NET profit or loss from each project should be reflected (and the same amount) in the Clubs General or Service Division P&L.

15.8 A BUDGET IS A GUIDELINE

While this is true in most businesses, this is not entirely true in Kin. When clubs prepare a budget, it is are comprised of General Ledger (G/L) accounts which pertain to specific donations items and projects.

“The budget is a guideline” applies to projects. However, it is challenging to accurately forecast the income and expenses of any project in advance. Therefore the chair has the authority to spend according to the project budget the club has approved. Obviously the project chair needs some flexibility to adjust as unforeseen circumstances present themselves. The primary goal is to meet the bottom line of the proposed budget. Should circumstances occur that will see a major deviation in the bottom line, the chair should advise the Executive and seek advice.

Where the budget is not a “guideline” is with approved individual donations to specific causes. The amount in the budget indicates the maximum amount the Executive may write a cheque for.

15.9 BUDGETS

Each year the Executive should present two budgets: A General Division budget and a Service Division Budget.

Budgets are, in the opinion of the executive, the best estimates of the **EXPECTED** individual revenue and expense line items. Each budget should be presented as a separate

motion. Any member may make an amendment to either budget by adding, deleting or modifying. The more complete a budget is, the fewer motions will be needed during the upcoming year. Ideally every project in the budget should be accompanied by a Project Proposal which would have a projected budget. The net amount is then transferred to the appropriate budget G/L account.

The club House rules will dictate the advance notice needed before voting on the clubs budgets. Many House rules require a minimum of 2 weeks. Budgets must be approved by the general membership by the first meeting in October.

Once approved, the Executive then has the approved spending authority to expend the amounts as approved in the budget. Project chairs are authorized to spend according to their approved budgets. Sometimes the unexpected occurs requiring cost overruns. It is the Chairs job to seek executive approval before continuing. If the spending mushrooms then the club will need to be informed and corrective action may be required. Financial stability and trust comes when an Executives and the individual project chairs operate within the budget as approved by the membership.

15.10 AFTER THE BUDGET

After the budget has been approved, new projected income or expenditures may still be proposed and voted upon by the membership. If the project's total expenses are greater than set in the Club house rules - usually \$300 or \$500) , the motion will require a minimum of 2 weeks' notice. Otherwise the motion can be dealt with immediately.

In addition to the spending authority approved in the budgets, and by subsequent motions from the floor of a general meeting, many clubs empower their executives to expend single amounts up to a set limit as stipulated in the Club House Rules. Most clubs limit this to either \$300 or \$500 per new item not already approved in the budget.

Some club will also place a total annual cap on these expenditures either through the budgetary process or in their club House rules. (Often set between \$1,500 and \$2,500)

The Executive and every member have a responsibility to monitor the clubs revenues and expenditures on a regular basis. If total revenues are falling well below expectations, the club may have to reconsider its expenditures. If total revenues are considerably higher, new expenditures may be approved. It is only by receiving accurate and timely financial reports on a regular basis can the members fulfill their responsibility.

Clubs should have a mini-audit done after Christmas and a full audit after the year end. Audits can be performed by anyone not on the Executive. Clubs with large expenditures should get a professional audit performed.

15.11 TREASURER'S REPORT

Kin are the guardians of public funds, and the public have trust in us. We must not fail in our responsibility. It is a primary function of the executive as a group to ensure appropriate checks and balances are in place, and the members of the Executive provide the first line of defense. The executive members have a fiduciary responsibility to read and understand the reports, and how they impact each other. If a treasurer fails to produce the report on a regular basis, the Executive have a responsibility to correct the issue. If there are any amounts or anything they do not understand, they must ask questions, and receive answers that they comprehend.

By asking questions, the Executive may discover that an error has been made, or perhaps a disagreement may arise as to the appropriate allocation of an income of expense. Issues regarding projects can come to light through this avenue. The treasurer then has the opportunity to make corrections to the report given to the Executive.

This corrected report would be in the Executive minutes. When the Executive minutes are presented to the general membership for ratification, they can ask questions. If the Executive have done their job, the report should be error-free.

The approved report is then presented to the General membership at the General meetings. Members are encouraged to ask questions if they do not understand something. After all, members may be asked to vote on a financial issue, and voting carries the responsibility of understanding the reports and impacts of any motion.

Clubs where the members blindly accept the reports and question nothing are not performing their fiduciary responsibilities. This increases the opportunity for theft and misappropriation. Do not be blinded by having complete trust. Theft can and does happen. Kin is not immune.

15.12 THEFT OF CLUB FUNDS

The stealing (defalcation) of club funds can happen, just as theft can happen anywhere. It is usually accomplished because the person managing the funds has earned the complete trust of the membership. No competent honest treasurer should object to having checks and balances in place. In the same vein, all Executive members should require checks and balances because ultimately they could be held financially responsible if they failed in their fiduciary responsibilities.

It is natural to trust people, and Kin are the most trusting individuals. We can trust, but we also need to ensure there are appropriate checks and balances in place. There was a recent case in the news where a well-respected priest of a high earning parish was charged with theft in the hundred so thousands of dollars from the congregation.

If we have the appropriate checks and balances in place, this will reduce the likelihood of a member stealing funds, and although we all hope we aren't faced with this situation, it is, unfortunately, a reality that can happen.

As club president you will be the person responsible to handle the situation. Your club members will look to you for leadership and action.

As with all crisis-type situations it is preferable that all precautionary measures be taken to avoid the situation occurring in the first place. In our Association we mandate that all expenditures be made by cheque and that there be two signatures on each and every cheque. These common sense fiscal management measures will assist greatly in minimizing or eliminating any theft of club funds.

What to do if you suspect someone has stolen club funds:

1. Be absolutely sure of your facts. Investigate the situation thoroughly and speak directly to the member asking specifically for the return of any and all monies owing.
2. If the amount is considerable, be prepared to refer the matter to the local police. This is a serious crime as well as a breach of the public trust. The members of your community have entrusted their donations to your club and would be justified in never supporting your club's activities again if they felt this was something that wasn't treated appropriately by the club.
3. Be very careful not to make false or careless accusations. Do not try to prove the alleged activity through the media. Let the judicial process do its job.
4. Just as important, if the police are involved it is a matter of public record and the media may find out about it and ask questions of you or your members. You should stipulate to your club members exactly who in the club can speak to the media or anyone else about this matter. It is suggested that this be you, the president, and no one else. If the media do ask questions do not try to hide anything. They have the facts which are on public record. The public deserves to know what has happened to its funds and what will be done to those who are responsible for their theft. They also need to know what measures are being taken to ensure that this situation will not happen again. Maintaining the trust of the public is paramount in your actions. If that trust is ever lost your club is at risk of losing community support which ultimately could jeopardize the club's existence.
5. Be prepared as a club to consider, at some point in the process and after all the facts are in, whether the member should be subject to disciplinary measures, which could include removal as a member of the club and, as appropriate, formal charges being laid with legal authorities. Please also remember to keep your zone and district officers informed of everything that is going on. They can be a valuable resource in this entire situation.

6. Last, try to stay positive about this. Remember that this type of activity happens to all types of organizations and companies. This is not a reflection of the Association, just on this one member. The public, through the media, might have to be reminded that they should not paint the entire club or Association with the same brush as they are painting this one member.

The most important check and balance in a club is the individual member who must understand the financial reports and take the initiative to ask appropriate questions.

To understand a member's responsibility they need to understand the treasurer's reports, and make sure the Treasurer is producing accurate and complete reports on a timely basis.

15.13 ACCRUAL METHOD OF ACCOUNTING

This section is for information purposes and is designed for those members who are interested in learning more than the minimum required of the average member.

Kin like most business use the accrual method of accounting. Governments and some small business use the cash method of accounting. This accrual method of accounting is based on the double entry accounting system. Every transaction affects **at least** two accounts. The two must "balance" each other. The vast majority of transactions usually affect one (or more) account(s) from the Balance sheet and one (or more) accounts from a Profit & Loss statement.

For example, following a meeting the Treasurer could deposit cash received from the members for their meal into the General bank account. The bank account is an asset on the balance sheet and is recorded as a debit to that account. The same amount would then be credited to the Profit & Loss account of Meals. The transaction is in balance

Normally one account is debited and another is credited. To **debit** an account means to enter an amount to the **left** side of the account and to **credit** an account means to enter an amount to the **right** side of the account.

Debit = Left
Credit = Right.

The type of accounts that are generally increased with a debit are: (DEAL)

- Dividends
- Expenses
- Assets
- Losses

The types of accounts that are generally increased with a credit are: (GIRLS)

- Gains
- Income
- Revenues (expenses)
- Liabilities
- Stockholder Equity

To **decrease** an account you do the opposite of what is done to increase the account. I.e. an **asset** account is normally increased with a debit (left) therefore it is decreased with a credit (right). Therefore under a double entry system one account will receive a “debit” entry (left side) and another account will receive a “credit” (right side). Together the entry is in balance. The trick is to know which account should be debited and which one should be credited.

Members need to be familiar with the accounts used by the club. They need to understand which accounts are balance sheet, which belong to the General and which belong to the Service and whether or not they are income or expense accounts./

When a financial report is presented to the club – it isn’t enough to simply look at the Balance sheet bank account balances. They give an instant picture of the cash on hand. However, the member must use this information in conjunction with the Profit and Loss statements. The member must review which accounts are on budget and which have gone over / under or are projected to go on / under budget in order to determine how much cash is needed to meet the projected financial requirements of the club.

In simple terms, assume the May 31st treasurer’s report states the service bank account has a balance of \$100,000, and the Service Profit and Loss statement indicates the club has completed all its revenue projects and has budgeted to donate an additional \$95,000 over the next month.

If a member was to only look at the bank account – they would think there is lots of cash to spend. But by also taking into account information from the Profit & Loss statement, they can see they only have \$5,000 at its disposal.

It is therefore important that all members be able to “read” the report so that they may come to their own conclusions as to the financial health of the club. They can then use this information to support or not support requests for additional funding to different organizations. Members may also choose to “re-allocate” funding if donations of a higher priority are brought forward.

These kinds of decisions can only be made if the members are informed and educated. It is unreasonable to expect a member to be immediately educated in this area. This is why it is important that the treasurer issue the reports regularly, and members make efforts to understand,

and most important, that they question things they don't understand. It is particularly important Executive members review cheques written and deposits made and if they disagree with the allocation to a specific account, they question it. Treasurers can make mistakes.

They should also review all accounts for reasonableness. If you have held 10 meetings where the fines have averaged \$10 a night and the General Profit & Loss statement Fines account has a balance of \$350 – you should ask WHY?

It is through this process of reviewing and asking questions that the members will gain the necessary experience in reading and understanding the treasurer's report. This skill can then be transposed to the workplace.

DOUBLE ENTRY BOOKKEEPING

- a. Accountants use double entry bookkeeping to keep track of finances.
- b. Basically this means every transaction **debits** at least one line item and **credits** at least one other item.
- c. This way you have a check on your work as things must **balance**. For example:
 - i. At a meeting the Sergeant at arms collects \$15.00 in fines from the members.
 - ii. The treasurer deposits this into the General Bank Account.
 - iii. When the treasurer enters this information into the professional accounting software - the BALANCE SHEET bank account will increase by \$15.00
 - iv. At the same time, the Fines line item on the General Profit & Loss Report will show an increase of \$15.00.
 - v. This action results in the Net Profit on that report increasing by \$15.00.
 - vi. Since this value is automatically transferred to the Net Profit on the BALANCE SHEET Equity report – it indicates an increase by \$15.00
 - vii. So the Assets (bank account increased by \$15.00) MINUS your Liabilities (no change) results in an Equity increase of \$15.00. Everything balances.
 - viii. One action resulted in 4 changes and all things remained in BALANCE.

16 GENERAL ACCOUNT FUNDRAISING IDEAS

Charging an administrative fee on all service work helps support the General Division. However, most clubs have been able to find some creative and legitimate ways of raising funds for their general account. The following list will give you some ideas in this area. It is by no means complete. There are a lot of good suggestions to be gained from other clubs.

- Hire yourself out as bartenders or dinner organizers
- Hire yourself out as ticket sellers
- Hold club socials (i.e. a bowl-a-thon)
- Monthly club raffle or booster draw
- 50/50 draw at every meeting
- Host a Zone or District interclub
- Catering meals to other clubs
- Zone Craft night
- Club trade fair
- Provide snow shovelling to seniors and physically challenged
- Deliver phone books to your community
- Theme auction (not recommended for Bring A Buddy nights)
All people bidding on an item are expected to pay their bid. Only the one bidder close to the actual value of the item keeps the item. Actual prices are prepared in a sealed envelope prior to commencement of the auction.
- Hold a night golf tournament
- In house beer/beef/fridge raffle
- Host a Zone Conference, Fall Leadership Conference or District Convention
- Sell cheese to your members
- Hold a Avon/Tupperware/Regal party and put the hostess discount into General account
- Sell club or Zone T-shirts

17 ALLOWABLE USES FOR GAMING PROCEEDS:

Refer to your Provincial Gaming Regulations for specific details regarding used of gaming proceeds.

This section is designed to give clubs in all eight Districts a basic understanding of the legitimate uses for “gaming” income. All Provinces regulate the “gaming” industry. Rules and regulations are in place to ensure that monies collected from gaming events such as bingos, lotteries, casinos, Nevadas, and games of chance are used for legitimate expenses and the net income is returned back to the community.

This section does not claim to cover all instances where a club can spend “gaming” proceeds. It does, however, identify areas which can be applied. For more detailed information and applications, clubs are advised to contact their Provincial “gaming” income regulatory agency. The names and addresses of these agencies have been provided for your use.

In some Provinces, additional rules and regulations are applied at a community level. It would be too large a task to identify these communities and their particular rules and regulations. Where community rules and regulations do apply, each club affected will have to ensure it is familiar with all the governing rules and regulations pertaining to “gaming” events. It should be noted that this knowledge does not relieve the clubs from also becoming familiar with any applicable Provincial rules and regulations.

As more and more clubs are finding it easier to earn “gaming” income rather than service income, it is becoming increasingly difficult to transfer money into our General bank accounts. With this decreasing transfer of funds, the club members are finding that they are called upon to personally fund the administration of the club. With National, District and, in some cases, Zone dues increasing over time, the membership is starting to feel the financial strain. This section will identify areas that will allow clubs to pay for some of their expenses from “gaming” proceeds and therefore allow them to reduce the financial burden on the membership.

Some provinces stipulate that “gaming” monies must be deposited into a dedicated bank account which must be closed after all the specified recipients have been paid. Some provinces allow (or mandate) a club to open a consolidated “gaming” account where the net proceeds of all “gaming” events are deposited. Expenditures from “gaming” accounts of this nature are pre-approved in the provincial application to open this bank account. The application for this consolidated “gaming” account does not need to be specific to a few restricted charitable causes. If the application is general in nature, it will provide the club the flexibility to donate monies to a wide variety of worthwhile causes within the community. “Youth and Community Development” is an example of a general statement of account expenditures. As always, if your club is unsure if expenditure fits within the mandate of their consolidated “gaming” account application, you need only to contact your applicable “gaming” regulatory agency for an interpretation.

When applying for a “gaming” license it is important that you identify all the costs involved in organizing and managing the “gaming” event. The regulatory agencies are reluctant to allow expenditures that are not identified in the application. It is easier to get approval for expenditure before the “gaming” event starts than it is to justify afterwards. Gaining approvals after the fact can be complicated and time-consuming. It can involve presentations at review or appeal boards during which a club still runs the risk of having to fund some or all of the expenditure from the club’s Service or General account.

18 COMMUNITY ASSESSMENT

Every year your club should assess the programs and services you provide to your local community. Through a simple analysis, you will be able to understand and accurately determine:

- What kinds of volunteer service your community needs?
- Whether your clubs' current service projects are still needed by the community?
- If other organizations in your area are providing similar services?

This assessment will help you better serve your community by helping you focus on projects and programs that are important to the people in your area. In addition, by conducting programs that are meaningful to your community, your club will be able to demonstrate leadership and pride that can help build team spirit within your club and attract new members. Take the following steps to accurately assess the needs of your community:

Step 1: Discuss Analysis with the Executive

Impress upon your club's executive the value of conducting a community needs analysis. Explain how it will help the club find and focus on programs and projects that are still needed and are exciting and challenging to all involved -- including club members.

Step Two: Appoint a Committee

After receiving a go-ahead from the executive, discuss the importance of an annual assessment with club members at a meeting. If necessary, appoint a committee or task force to handle the assessment.

Step Three: Decide Who to Contact in the Community

Before beginning your assessment, you and your committee will need to decide who can best evaluate the needs in your community. Make a list of the people you will want to contact. This list will need to be selective, since you cannot reach everyone; however, you will want to make sure that all major resources are contacted. For example, you will want to talk to someone who has a solid understanding of educational services and needs in your community. In addition, you will want to talk to "experts" in environmental, health, recreational, social and youth services. Here are examples of the types of people you will want to contact:

Educational Services: High school principal or teacher, director of the local library.

Environmental Services City or county official in charge of environmental issues.

Recreational Services: Park district coordinator, people in charge of community activities and programs.

Social Services: Police, fire fighters, voting registration personnel.

Health Services: Hospital administrators, doctors, nurses.

Youth Services: School counselors, social workers, student leaders, people in charge of community youth programs and activities. After completing your list, secure addresses and phone numbers of each contact...so the work can begin.

Step Four: Survey Community Contacts

Call the contacts on your list to see if they would participate in the assessment. Explain that the survey can be handled by phone or by mail. If a phone survey suits your contact, pull out the questionnaire and begin asking questions. (A copy of the questionnaire is included.) If your contact would rather complete the assessment in writing, then mail your contact the questionnaire. Attach a cover letter; see the example. Also, include a stamped, self-addressed envelope to increase the likelihood of a reply.

Step Five: Analyze Survey Results

The task force can begin reviewing and analyzing the completed questionnaires. Does your community have specific needs for services that our club can provide? Are other clubs and organizations duplicating your club's efforts? Do any of your programs need to be updated, improved or even stopped? In summary, what does your community need? And how can your club get involved?

Step Six: Share Your Results with Your Club

Ask the task force to share the analysis at a club meeting. Get feedback from your fellow members. Discuss whether your club's current services and programs are meeting the needs of your community. Open up the floor to new ideas that can help make your community better.

Step Seven: Share Your Results with Other Kin

Your district membership director would be interested in your findings. In addition, if you have uncovered opportunities and needs outside your club service area, you would want to alert your district governor.

Step Eight: Share Your Results with the Survey Participants

Thank them in writing or by telephone for participating in the survey. Discuss how their input has helped the club define their programs to better serve the community. Ask if they are interested in working with the club. Find out if they want to learn more by attending the next club meeting.

**Kin Canada Community Needs Assessment
Questionnaire**

Name of Resource Person: _____

Position: _____

Address: _____

Business Telephone: _____ Fax #: _____

E-mail _____

Area of Expertise:(please check one)

- Educational Services Environmental Services Youth Services
- Health Services Social Services Recreational Services

1. Can you identify specific community service projects in your field that you think are successful?

- No Yes

Please list

2. If you answered yes to question one, why do you think the community service projects you listed are successful?

3. Can you identify specific needs in your field that, if met, would help service the community?

- No
- Yes

Please describe:

4. How do you think this need can best be met?

5. Do you know of any duplication of efforts from volunteers in your service area? Are there two or more organizations doing the same programs and fulfilling the same needs?

- No
- Yes

Please describe:

6. How can the groups work together to eliminate unnecessary duplication or coordinate joint efforts?

7. Do you feel that residents in this community are aware of the services and facilities offered?

- No Yes

Please comment:

8. In your opinion, is there room for more volunteer involvement and programs in your service area?

- No Yes

Please comment:

Additional Comments:

Return completed survey to:

Date: _____

Sample Cover Letter

To be attached to questionnaire prior to mailing to community resource people

Date

Name/Address

Dear (Name):

To provide better service to (name of community), the (name) Club is conducting a survey of important resource people in this community. Our goal is to clearly identify those community services, which we -- as a service club -- could provide.

We hope you will help us identify areas of need within our community for which we may offer assistance. By completing the attached questionnaire, you will help us determine needs in certain areas of community concern. Please feel free, however, to comment on any community services need which you feel would benefit our community. We also encourage you to forward a copy of this survey to any other resource person whose comments you believe would be helpful to our survey.

Please return the completed questionnaire by (date). After we have compiled our data, a representative of our club will contact you to discuss what we learned from the assessment and how we might work together.

In the meantime, if you have any questions, feel free to call me at (phone number). We would be happy to hear from you.

Sincerely,

(name of Kin member)

(name of club)

19 NEW MEMBER'S SEMINAR:

Educating new members about Kin is extremely important. Their education process is an on-going one, and may take many years. The National education committee offers an Education manual which is ideal for new members to learn about kin. The manual is divided in bite size chunks, which can be used at club meetings.

If a club recruits enough members in a single year, they can hold a club New member seminar. Otherwise, many Zones host a central one.

The Education manual is an ideal basis to be used in the delivery of a new members seminar.

The following procedure is a guide to an effective new member's seminar:

- Select, as your education chair, a member of your club who is familiar with your own Club activities, past and present, and familiar with all aspects of Kin.
- Arrange to have two or three instructors (past and present members) assist in conducting a new member's seminar. Past presidents and Kin liaison officers also make ideal assistants as their knowledge and personal views should prove most interesting.
- The seminar could be arranged in a club member's home or, if available, your own club meeting room.
- Seminars should be held as soon as possible after a member joins the club.
- If you find the agenda and time required to be too lengthy, it may be desirable to hold the seminar in two sessions.
- The agenda for a new member's seminar can be divided into four parts: Club, Zone, District and National. You may also use the Kin video, "A Matter of Pride," to introduce the session to new members.

Club:

- History of your club – Formation night, past presidents, outline of past achievements. Have history books available.
- Types of clubs – Kinsmen, Kinette, Kin, K-40, K-ette.
- Club Activities – Complete details of current undertakings and future ambitions of club.
- Outline the object of Kin – and how your club service work fulfills the aims and object.
- Classes of members – Active, Life, etc.
- Attendance at Meetings – Explain importance of attendance requirements and how to make up missed meetings.
- Executive duties/meetings.
- Finances – Cost of yearly membership fees; reason for service account and general account.
- Committees – Outline types of committees and importance of committee chair.
- By-Laws – Outline and explain your club's by-laws.

- Standing Club Rules/House Rules – Election campaign procedure, wearing of club pins, club regalia, sergeant-at-arms.
- Awards – outline and explain your club’s awards system.

Zone:

- Geography of Zone/Clubs in Zone.
- Describe zone meetings, interclub meetings, or zone rallies, if applicable.
- Zone Events and Publication(s).

District:

- How the Association is divided into eight districts.
- That a Kinsmen governor and a Kinette governor/or a Kin governor head each district and district executive.
- Structure – Deputy Governors/Executive/Members of District Council.
- District By-laws.
- District Leadership Conference.
- District convention, where held, general format.
- District Publication(s).
- District Service Projects.

National:

- History – How it got started and why Founder Hal started the Association - Explain Kin crest.
- History of Kin - Explain activities.
- The national Association, the national board of directors comprised of the National President, Vice President, Past President and 8 Association Directors
- Present national project and past national projects.
- That the Association maintains a National Headquarters in Cambridge, ON, where staff are responsible for the administration of the Association.
- How to order Kin Sales Division material available through catalogue, online and the Magazine specials.
- National convention, where held.
- *KIN Magazine* – Explain how to submit all material direct to *KIN Magazine* or to the district co-ordinator.

20 CLUB EXECUTIVE SEMINAR

Introduction

The Club Executive Seminar (CES) is the training session for the club's Executive members. This must be done before September 15, but is often done as early as May. Some Districts have a central CES and invite all the Club Executives. Some Zones will do it centrally. However, if your club misses either of these sessions, your club must do it on their own either by inviting outside presenters or using more experienced members from the club.

The education committee has set out a format, agenda, handouts and power point presentation for the presenters to use.

Date & Location

The date and location must be set and all invitees invited well in advance. Make sure the facility is large enough to accommodate breakout groups. They don't have to be separate rooms.

Seminar Presenters

Ask knowledgeable Kin to present the workshops. Make sure you ask them well in advance so they are able to prepare. Stress the necessity of quality workshops and the fact that these seminars have been updated; this is the reason for the name change.

Sample Agenda

- Kin Formalities Past DG report
- DG Remarks Discuss – National, District and Zone Programs
- Goals, Objectives
- Any Zone traveling incentives etc.
- Distribute paperwork,
- discuss items such as dues, MSRF etc.
- Trophies/Awards
- District/National representatives (if present) remarks
- Workshops
 - Kin History
 - Protocol
 - CES specific Tool Kit
 - General finances
 - Critical Path
 - Goal Setting
 - Listening
 - Membership Retention/Recruitment
 - Risk Management

- Positions covered (Although a club may not have an individual for each position – it should have the responsibilities for each position assigned to a person
 - President;
 - Past President
 - Vice President
 - Secretary
 - Treasurer
 - Bulletin Editor
 - Registrar Membership Director
 - Risk Management Director
 - Service Director Awards Director

- Seminars (depending on the time allotted)
 - Conflict Resolution
 - Public Speaking

- Kin Jeopardy (or some other activity to keep people busy until all groups are finished some workshops such as President which may take longer) Roundtable Discussion

- Host/DG closing remarks

The co-operation you give and receive, the information you give and receive, and the dedication you give and receive to and from your executive is very important for a successful year.

Depending on the size of your club you may not have all these positions. Likewise, some larger clubs have expanded the normal executive positions. We will list the offices, duties and responsibilities, and you can take the information for the positions covered by your executive.

You may see a position and duties that you would like in your club, but don't have enough executive members to cover it. There is nothing stopping you from doubling up duties, if the membership is in agreement. For example, membership and service can be handled by a committee chair, but is it much better if these positions are handled by executive members.

The following is a thumbnail sketch of the duties for each position. Copies of the duties should be given to each of the members who hold these portfolios.

The officers of a club are, at minimum, the president; immediate past president; secretary/treasurer and club risk manager. Clubs may elect other officer / Director positions as are needed to undertake the work of the club.

This produces an organization pattern roughly as follows:

Club Executive:

- President
- Membership Director
- Vice-President(s)
- Secretary
- Treasurer
- Directors
 - Club Risk Manager
 - Registrar
 - Bulletin Editor
- Past President

Recommended Committees

- Membership
- Personal Development
- Public Relations

Optional Committees

- Budget and Finance
- Goodwill and Grievance
- Nomination
- Project
- History
- Inter-club Relations

The number of committees and kinds of committees set up in a club will depend upon the size of a club and the interests and activities of the membership.

21 CLUB OFFICERS JOB DESCRIPTION

Club officers must be elected by May 15 or not later than the date of the district convention/district spring council each year. Clubs are incorporated and not for profit corporations and therefore require at least a President and a Secretary/treasurer. The Kin National Policies and Procedures also require a club to have an immediate Past President and a Vice President.

Clubs choose to expand their executive as they see fit. The establishment of a club executive over the minimum will depend on the extent of business a club undertakes, any local customs, and what is effective management of a club.

Election and appointment procedures should be articulated in the Club House rules. Term of office should also be addressed on either a general rule or a position-by-position basis. In all instances, the well-being of club is the responsibility of its members and the rules of office should reflect that responsibility. The club executive may fill vacancies in any office, but the club should mandate if that is for the duration of the year or until a special election is held. Another suggestion would be to specifically create a club handbook that outlines what the responsibilities of each of the positions are at the club level.

Best Practices:

- *Nomination committee led by the Past President is struck in February. Nominations take place at the March general meeting. Elections take place at the April general meeting or no later than the meeting prior to District Conference.*
- *In addition to accepting nominations, the nomination committee approaches all club members for their willingness to let their names stand during the election process. The process of asking may encourage newer members to seek office. Clubs should avoid the practice of “railroading” members into executive roles.*
- *Terms of office: Clubs may wish to set terms of office as one or two years depending on the office. This allows for both new and seasoned members the opportunity to run for an office they are interested in pursuing.*
- *Encourage seasoned members to act as mentors to newer members who are running for office. Example: Have the previous year’s treasurer mentor the new treasurer.*
- *Club may choose to have the Vice President automatically assume office of President.*

21.1 TEAM EXECUTIVE

The specific duties as outlined for club officers are the minimum requirements of office. Good executive members will strive to improve the functions of their office beyond the listed direction of their duties. As members of the executive, they have further responsibilities in the direction of club business. The duties of the club executive are:

1. To hold regular meetings. A meeting should be held between each general meeting. It is the responsibility of all executive members to attend.
2. To screen all material coming from the various committees and ensure that only important items are presented to the general meetings with specific and concrete recommendations from the executive.
3. To arrange beforehand to have desired suggestions brought before the meeting in the form of a motion, so that proper discussions may follow.
4. To encourage members, particularly new ones, to attend at least one executive meeting during the term. They will learn a lot about the club and Kin from a good executive meeting.
5. To see at all times that the club is operating harmoniously and that there is no dissatisfaction within the club.
6. To guide the club to a high standard of recognition in the community and the Association.
7. To be alert to the possibilities of a new project or a new service that may be performed.
8. To encourage membership growth and to investigate all possibilities for the formation of new clubs in the area.
9. To refrain from committing the club to any major obligation without the majority approval of the club membership.
10. To foster a close working relationship among all members of Kin Canada.
11. Be responsible for the design and content of a comprehensive Risk Management program that would include Insurance requirements, financial controls, and project controls.

The following is a comprehensive list of executive positions a club may have. Each club tailors their executive as they see fit. The key is to ensure that all responsibilities listed are covered by one of the existing positions.

21.2 PRESIDENT

The President is the highest elected office in your club. **The Buck Stops Here.** This position holds the ultimate responsibility for everything. As President you may be required to chair meetings, mediate differences, represent your club at the Zone, District and National levels, and represent the Association in your community. The key to having a successful year is to be prepared. Planning your Kin year will ensure that all members are a part of a team, and work together to “Grow, Learn, Make Friends and Have Fun”.

A President should have served on the club executive for at least one year prior to taking office. Ideally the person will have spent a year as Vice president. It is during the year as Vice president the person will have been mentored by the current President, and will have familiarized themselves with the Successful Club manual. If you have not had that luxury, you should review the contents of that manual before you take office on July 1st.

It is imperative that your elected executive meet over the summer. This is the time for all executive members to organize their portfolios and plan the year. Using the critical path will help guide you through the year.

During the summer, as President, this is the time for you to:

- Review with the Executive the Master Club Award. This is a road map for a successful club.
- Set executive and general meeting dates
- Assess membership
- Familiarize executive with club by-laws and House Rules
- Appoint committee chairs
- Those committees that require funds should prepare and submit their Project proposals complete with projected budgets to help prepare the budget. Even existing recurring projects should do this to ensure they are always reviewing the projects for improvement or danger signals.
- Appoint signing officers
- File Incorporation Papers / File annual return with the Province.
- Ensure the previous year’s finances are audited.
- Draft Budget (previous budgets, prior years audited statements and completed Project Proposal submissions are the backbone of the budget)
- Comply with District and National requests (I.e.: Insurance Forms.)
- Ensure the design and content of a comprehensive Risk Management program that would include Insurance requirements, financial controls, and project controls is completed.

Responsibilities to your club

- With the assistance of the Secretary create meeting agendas.
- Act or appoint a Chair for all General and Executive Meetings.
- Ensure meetings run smoothly
- Attend to all National, District and Zone correspondence directed to the President.
- Appoint Committee Chairs

- Attend as many Project / Committee meetings as possible and see that all are functioning properly

Responsibilities to your Zone & District

- Attend all Zone and District Meetings as required.
- Report to Zone Conferences on all Club activities such as finance, membership, projects, etc.
- Send President's reports to Zone.
- Be sure Zone and District membership fees and assessments are paid promptly.
- See that all District requests and correspondence are acted upon.
- Ensure President – elect attends Zone instructional meetings
- Arrange to be present along with a large delegation at all Zone and District Meetings

Responsibilities to your national association

- Prompt reply to all correspondence and requests from National.
- Arrange prompt payment of National Membership Fees.
- All mail from National is addressed to the President. It is your responsibility to forward to appropriate club officer or chair. You must follow up and see that prompt replies are given.
- Try to have at least one delegate at National Convention.
- Encourage Club Committee and Project Chairs to cooperate with National Chairs.
- Circulate releases from National Board of Directors to your club.
- Material for Communication from National should be read to the Club or published in the Club Bulletin
- Ensure service project reporting is completed using either online or paper format

Points to consider

- Lead by example.
- If you want growth, bring in a member.
- If you want your club to travel, tell them you are going.
- Set goals and communicate them to the membership.
- Mentor the Vice- President; train your replacement.
- Encourage input from all club members.
- Choose the right people for the right jobs, and then ask them.
- Delegate whenever possible. Involve all your members. Be a diplomat, not a dictator.
- You should chair all Executive meetings but you may consider delegating chairing the General meetings to the Vice President or other members. This is good for personal development and gives you the opportunity to voice your opinion on important matters.
- Monitor all committees. Regular reports from all committees should be submitted to the Executive and recorded in the minutes.
- Prepare a yearly calendar of meetings, programs, events and projects.
- Motivate! – awards, involvement in committees, new project ideas, new members, socials.
- Prior to any event, insist on a project proposal report.

- After an event, insist on project reports in full for discussion by Executive and for file purposes.
- Keep business professional and separate from the fellowship.
- Keep the fines session fun. It's not a punishment.
- Start on time. A 15-minute delay for 10 people is 2.5 hour of lost time. Have a target time for adjournment.
- When prospective Kin are attending, take time to explain the meeting, fine session and invite them to come back.
- Keep discussions on topic. Get a motion on the floor.
- Ask for reports in advance. Make sure they are necessary.
- Remember our best membership tool is a well-run meeting.
- Attend all requested presidents' meetings, conventions, and conferences.
- Ensure all national and district requests, such as the national membership fees billing form, are completed.
- Review the Outstanding Club and other awards regularly. Use these as guidelines for success.
- Appoint a personal development chair to see that all new members are actively participating in the Maple Leaf of Distinction program, that older members are encouraged to seek their Founder's Award, that public speaking and other awards are being promoted, that Kin education is presented to all members, and that other aspects of personal development (such as guest speakers, etc.) are part of the club program. This chair should personally review the new member's kit with each new member.
- Appoint a public relations chair responsible for promoting the club in all aspects of the media such as executive photos; inviting media to meetings; project promotion; releasing national news to the local media; using posters and other resources from National Headquarters to enhance the image of the club in the community and maintaining club historical records.
- Appoint committee chairs, such as Kinsmen/Kinette liaison, protocol and rules of order, socials, nominations, sports and inter-clubs, various major service projects, and others that your club may require

21.3 PAST PRESIDENT

Basically the Past President ensures the continuance of positive club traditions. They will keep the president informed about what has happened in the past, and provide advice on what a president can and should do and when. Often, they are also the club rules of order chairperson. The past president is an invaluable resource. Use your resources to help create a positive team situation.

Responsibilities

- Provide advice and guidance to the president
- Be the clubs conscience
- Keep the club on track
- Assist club executive as needed
- Ensure all that needs to be done, is done

21.4 VICE PRESIDENT(S)

The position of Vice president is one of a stepping stone. The vice president's primary function should be to learn the job of Club President. If a club has more than one, they should be stepping stones – 1st V.P., 2nd V.P, 3rd V.P., with the intent that each year the person would move up one level, with the ultimate goal of stepping into the President's position. The Association has realized the importance of this stepping stone, and so the National Vice president after serving the year, is automatically acclaimed President.

Learning the job of president, stepping in when the president is absent, and reading and researching makes this position very demanding. Some clubs use the Vice president's positions to help the members "rate" the potential of the candidates to be President. As such they often assign a major portfolio such as Service or Ways and Means to the person to see how well they do. This can detract the person and take away valuable time that should be spent on learning all that is necessary to be a good president.

The term Vice President should not be used simply to give a higher prestige to a person – rather it should signify that the person will be the next President.

It is recommended that before becoming Vice President, the person should have served a minimum one year on the Executive holding a major portfolio such as Director – Service or Director Ways and Means. This is a better way to determine if the person is future Presidential material, and guarantees the person will have the experience needed to learn the job of president.

The VP should be included in on all decision making. If the VP is not included, they won't learn. It is also important the president and the VP develop a sense of trust, because the following year, the VP will be President and will often be required to depend on the judgment Past President you do not include them in the process, they cannot learn.

Responsibilities

- Learn the roles and responsibilities of the president
- Be committed to moving into the role of president
- Chair a portion of general or executive meetings
- Participate as an observer in the budget development and financial audit processes
- Familiarize yourself with the Successful Club manual in preparation for your year as President

21.5 SECRETARY

The Club Secretary is a critical member of the Executive, often referred to as the President's right hand. An effective secretary can make the President's job much easier. You can make or break a club's year. With the exception of the President, the secretary's position is possibly the busiest on the executive. However, just like the president, delegation is the key. The secretary is **responsible** for doing many things, but being responsible does not mean the secretary has to physically do it. Delegate some of the tasks and follow up that a task has been done, and your year will be enjoyable.

Responsibilities

- In consultation with President shall prepare and circulate the agenda for the next meeting.
- Read all correspondence in advance of the meetings and ensure proper recording in minutes, appropriate circulation and ultimately the proper filing.
- Responsible for writing all letters on behalf of the club.
- Ensure Incorporation papers have been filed.
- Record and store minutes of all regular & executive meetings.
- File all committee meetings and reports
- Have all minutes of prior meetings circulated to each member well in advance of the next meeting. Minutes are presented to the same body that created them for any errors or omissions prior to being adopted. Other bodies may "ratify" or give sanction / support to minutes created by another body.
 - General meeting minutes are adopted by the General membership.
 - Executive minutes are adopted by the Executive and then ratified by the General membership
- Inform President/Chair of all requests and correspondence
- Ensure the filing of the Membership Status Reporting Forms (MSRF)
- Reply to all correspondence as instructed by the members in a timely manner and ensure a copy is appropriately filed in the club records and readily available if required.
- Keep copies of the budget and prior minutes available for easy reference
- Ensure all project chairs file a complete project report and enter their receipt in the minutes and make available at the next Executive meeting.
- File copies of all completed project reports, membership proposals and approved financial requests for future reference
- Ensure in consultation with the Registrar that all membership stats are accurate at District and National

Points to consider

- Minutes should be typed where possible
- Correspondence (Snail Mail or e-mail) should be checked on a regular basis (Minimum once a week)
- Keep copies of award affidavits available for members
- Keep copies of incorporation papers and send a copy to the Deputy Governor
- Have copies of Risk Management Manual and forms available for club members
- Keep copies of National, District, Zone and Club By-Laws

- If the club does not have a Registrar, the Secretary should fill that role
- Ensure Club By-Laws are updated annually
- Make sure all motions are properly recorded. You should require the mover to write the motion out in full prior to the motion being voted upon to ensure there can be no ambiguity or error in the minutes.
- Follow up on transfer forms, additions and withdrawal forms.

Minutes

The most important duty of the secretary is to produce minutes that accurately report the proceedings of club meetings. Because these minutes serve as the official and legal record of your club, they must be carefully recorded and written.

Minutes should be an accurate record of what was accomplished at your club meeting, not what was said by your members. This document is not a composition or summary, but rather a skeleton report based on the motions passed by the club. Comments on something other than the motions should be brief, clear, and businesslike. Also, the secretary should be sure the club's minutes never reflect his or her own opinion, only the facts. The opening paragraph should contain the following:

- kind of meeting (general, executive, special)
- name of your club
- date and time of the meeting
- place, if not always the same
- fact that the president and secretary were present or the names of the persons who substituted for them
- Whether the minutes of the previous meeting were read or published and approved, either as read or as corrected, and the date of that meeting, if it was other than a regular business meeting.

The main body of your club's minutes should contain a separate paragraph for each topic discussed and should include:

- the exact wording in which each motion was adopted or defeated, including any amendments (In the appendix you will find a motion blank you should have available to the members at the meetings so they may record the motions they present. This will ensure an accurate recording of motions.);
- all notices of motion to be introduced at your next meeting;
- All points of order or questions of privilege brought forth together with the ruling of the president and the reasons for his or her ruling.

The final paragraph should state the time of adjournment and your next meeting date. As club secretary, you should sign the minutes and have the president sign them also.

Some tips for producing effective club minutes:

- Simplify the recording process by developing and using a form that follows your meeting agenda. Record a few concise lines about each item of discussion.
- Prepare the draft version as soon as possible after the meeting, while the information is still fresh in your mind and easy to clarify.
- Review your draft minutes with the president after each meeting for clarification.
- Keep your minutes as brief as possible.
- Make them legible.
- Do your minutes in chronological order.
- Be specific about deadlines, dates, times, and events involved for future clarification.

Thanks to software such as Word, it is now easy to consolidate the entire year's minutes into one file, complete with a table of contents. A club is required to have access to all minutes since incorporation. By storing a year's worth of minutes into one file, the storage and transfer to incoming secretaries is easier. Another advantage of keeping the entire year's worth of minutes in one file is the search feature. If a member wishes to know the exact wording of a previous motion – it is easier to find if all the minutes are in one file.

Correspondence

Here are some pointers for writing responses to and filing correspondence:

- Keep a supply of club stationery on hand for this purpose.
- Whenever possible, generate correspondence on a computer. Handwritten items should be neat and legible and in black ink.
- Respond by email, fax, or phone when speed is essential.
- Answer all club correspondence promptly and professionally. Make sure your responses are diplomatic and to-the-point.
- Make sure the president's full name and mailing address are listed on all correspondence.
- Determine what signature(s) should be included on official letters. If authorized, you may include your own title and signature.
- Reply to all funding requests from the community, whether the answer is yes or no. If the funding is denied, explain why and express the regrets of the club.
- Capitalize on the contacts your members have in the community by asking them to respond to correspondence from their acquaintances. This must be approved by the President.
- File a copy of the response letter with the original piece of correspondence.

21.6 TREASURER

The club treasurer is responsible to the executive and together they are responsible to the members of the club with respect to all revenue and expenditures.

Each of us acts as a trustee of the club when we work fundraising projects or handle money or property for the club. As we act in this capacity, we must be careful not to violate the trust placed in us by our fellow members, individually, and the club as a whole.

The club executive is responsible to ensure the trust placed in the members is done so with a sense that calls each member to be accountable for his or her actions. The club will have in place a set of checks and balances that encourages honesty and will not allow any one person to take advantage of the club's assets for his or her individual needs.

Responsibilities

- Regularly publish a financial report consisting of a Balance Sheet, Profit and loss statements for the General and Service Divisions and a list of checks and deposits
- Co-operate with the president and budget committee in setting the annual budget for the club
- Open and close bank accounts as required
- Together with the president, make necessary arrangements with the bank for signing officers of the club accounts. There must be at least two signing officers for all club accounts, one of whom must be the treasurer
- Maintain a filing system for all receipts, bank statements, cheques written etc.
- Record all receipts and disbursements of general and service funds
- Pay all bills promptly by cheque
- Deposit all funds promptly
- Collect membership fees in a timely fashion
- Be fully conversant with national, district, zone and club by-laws with respect to finance
- Familiarize yourself with any specific gaming/lottery requirements
- Properly record and balance the club's accounting records
- Assist project committee in the preparation of their Project Profit & Loss statements
- Obtain an accounting of all receipts and disbursements from each project
- Submit accounting records and financial statements to a review committee for his examination
- Remit membership fees and other approved payments /levies to national, district and zone in a timely fashion
- Ensure that GST/HST remittances and report filings are done (if applicable)
- Ensure the Non-Profit Organization Report is made to revenue Canada

The following is some general information for the club treasurer with regard to receipts and disbursements:

- Prepare a duplicate receipt each time you receive funds. Issue the original to the person from whom you are receiving the funds, and attach the second copy to the deposit slip to which it relates. This copy supports the entry to be made in the club books. Separate receipt books should be kept for general and trust funds. (Membership Card Receipt Books ONLY are available from KSD.)
- Keep a copy of all deposit slips. This is your evidence in support of the entry to be made in the club books.
- The second copy of the receipts should show enough detail to determine the source of the money.
- Include details of disbursements: the cheque, the cheque stub, and the cheque requisition form. The entry in the club books is made from the information on the requisition form.

Meet with the review committee and club president before the beginning of the year to ensure continuity in the club's accounting policies. Should your accounting experience be limited, the review committee can assist you in setting up an accounting program for the year.

21.7 DIRECTOR - SERVICE

The service director is responsible for transmitting information on national, district, zone and club service projects to the club members. There is plenty of information available on all current projects and this information should be fed to the director. Time should be given at meetings and space given whenever possible in the bulletin for the presentation of this information.

The Service Director assists in the budget preparation by making recommendations of which charities / organizations should receive donation from the club.

Responsibilities

- Help committee chairs complete their Project proposal Reports.
- Review all on-going service projects to determine if they are still relevant and meet the club's mandate / objects.
 - Review their Project Proposal report to ensure they are complete and meet the needs of club members in making a decision.
- Ensure all new requests contain the necessary information to respond to any member questions. They should include the necessary financial information to help members make a decision.
- Promote Kin Canada Bursaries to students in the community and encourage them to apply to the local Kinsmen, Kinette or Kin club. Be part of the selection committee to review and select an applicant for endorsement and submission to the Hal Rogers Endowment Board of Trustees for consideration.
- Promote National initiatives such as National Day of KINDness, Cystic Fibrosis Canada and Canadian Blood Services
- Make sure you liaise with Zone and District service directors; keep yourself informed of any duties as assigned, as per Zone and District; carry out those duties as directed.
- When your club writes a cheque for a District Service Project, it may be your job to get that check to the proper place. Make sure you do this in a timely manner.

21.8 DIRECTOR - WAYS & MEANS

Fundraising is important to achieve service goals. The Ways and Means director is essential to the financial well-being of the club. It is too easy for a club to become entrenched and set in their ways. The Ways and Means Director has to be constantly looking for new and exciting ways to earn service dollars. New projects often excite new members.

Responsibilities

- Constantly look for new projects.
- For the current existing projects, you should help the chairs develop their project proposal Reports and ensure they are as complete as possible, including projected revenues, expenses, and net profit.
- You should consult with the Ways & Means Directors of other clubs in your Zone and District to research new fresh ideas, and ideas on how to improve current fund raising projects.
- For any new project, work with the committee to ensure Project Proposal report is complete and is reasonable, prior to it going to the club for consideration.
- Proper planning and reporting is crucial to the success of all projects. Flying by the seat of the pants should be discouraged.
- Ensure the clubs workload is matched to the manpower available. If the club is taking on too much, advise the Executive.

21.9 DIRECTOR - MEMBERSHIP

The position of membership director carries with it the future health of the club and its ability to serve the community's greatest need. It is your responsibility to ensure membership recruitment and retention is always a priority in your club. There are tools and people to assist you in planning a recruitment and retention program. Your zone membership director or deputy governor can help with suggestions as can your District Membership Director.

Responsibilities

- Design and implement a club membership plan
- Get approval from the membership on the plan and the goals
- Monitor that plan throughout the Kin year. If changes to the plan are required, consult with the Executive.
- Report regularly to the Executive and the membership.
- Keep the club's membership goals visible to the membership at all times.
- Organize meaningful new member Initiation ceremonies
- Ensure New Member Kits are ordered in advance of the New Member Initiation ceremony.
- Work in consultation with the Education Director in the development and training of the new members.
- Conduct New Members Orientation as required or work with the Deputy Governor to ensure they are held on a Zone level.
- Work with the Executive on a Membership Retention plan.
- Communicate with National for tools to assist in club recruitment goals.
- Liaise with Zone and District Membership Director
- Deliver membership seminars; recruitment, retention and rejuvenate
- Maintain or create a protocol for following up with guests eg: phone calls, thank you notes etc.
- Work with the Awards Director in helping all new members achieve their Maple Leaf Award of Distinction.
- Ensure all members are aware of the importance of membership for the vitality of your club and our association

21.10 DIRECTOR - REGISTRAR

The Registrar position is usually responsible for reporting if the club has quorum, membership attendance records, make-up meetings and attendance awards. In some clubs the Registrar may assist the treasurer with the collection of meals, dues, fines and draws.

Responsibilities

- Report to the members at each meeting the membership in attendance
- Have available a list of potential make-up meetings for those members who wish to maintain their records
- Inform the executive of any members who have not met the clubs attendance requirements
- Maintain and circulate current listing of Membership contact information
- Ensure guest cards/dinner badges and proposals for membership are always on hand
- Ensure New Member Applications are processed quickly and efficiently and in accordance with the Club House Rules.

Points to consider

- Ensuring all club regalia is out for meetings and returned afterwards
- Looking after meal money and ordering meals
- Get accurate counts for meals by using a phone committee, buddy system or online survey tools
- Arriving at meetings early to greet guests etc.
- Set up of meeting room
- Recognition awards such as 100% attendance

21.11 DIRECTOR - RISK MANAGER

The Club Risk Manager (CRM) became a mandatory club executive position in the 2004-2005 Kin year. The Club Risk Manager can be an individual executive position or it can be added to the duties of a current position such as Director. The Club Risk Manager's skill set and job description can be found in the Step-by-Step Risk Management Guide, available on the Kin Canada website

The CRM has a very important role within the club and needs to understand the importance of risk management and why it must be incorporated into all club events. The CRM is responsible for providing education to fellow members on risk management and insurance issues. They need to determine any potential risk issues that have occurred or are likely to occur and determine recommendations on the appropriate method(s) of risk control. He or she will also need to liaise with the National Risk Management Coordinator on a regular basis to try and eliminate the possible grey areas and to report all incidences, big or small.

Responsibilities

- Provide education to fellow club members on risk management and insurance issues as they pertain to club administration and activities.
- In cooperation with the project committee, analyze club projects and procedures (past, present and contemplated) to determine any potential risk issues that have occurred or are likely to occur and determine recommendations for mitigation.
- Advise club on viability of all club projects from a risk perspective, including potential legal issues, profitability, potential risks, insurability and recommendations for mitigating risks.
- Recommend the appropriate method(s) of risk control and/or risk financing for all given club projects or activities
- Liaise with National Risk Management Coordinator (at HQ) in the case of any potential "grey areas" where legal or liability issues are unclear.
- Liaise with stakeholders with respect to any insurance or legal requirements that may be necessary on any given projects or issues.
- Ensure all required club documentation and submissions to each level of the association are filed correctly and on time (e.g., dues, membership reporting forms, insurance questionnaires, etc.)
- Ensure the club is in good standing with respect to provincial or territorial corporate status.
- Act as or designate a sole point of contact with the public, media, etc., on any projects where an accident or incident may have occurred.
- Act as sole point of contact with insurers and Kin HQ when advising of new projects, determining whether additional coverage required and submitting incident reports.

Club Risk Manager Helpful Hints

To successfully do your duties as your club's Risk Manager here are a couple helpful hints that can get you through each event your club holds for its members and for the public.

- First you should always remember that Kin National and our Broker are always there to answer any questions your club has in regards to events. If they don't know the answer off the top of our heads, they can promise to do their best to find the answer for you.
- Try contacting your District Risk Manager or your Risk Management Coordinator at National Headquarters.

For Certificates of Insurance, fax a request form to Risk Management Coordinator at National Headquarters at (519) 650-1091. For special coverage, contact Madonna Law at 1-800-387-2628, or by email at madonna.law@hkmb.com.

21.12 DIRECTOR - AWARDS

The Awards Director ensures that all members are aware of the awards that are available to them as well as keeping them on track to attain that award. This Director needs to work with the Membership and the Personal Development/Education Directors in ensuring all members know what is available to them.

Remember some people will want desperately to win an award and others feel that awards should be abolished. For the latter members, encourage them to participate anyway. Following the proper award criteria will ensure a good year in a particular position and/or an excellent learning experience. For those, the criteria only need to be followed; no submission for awards needs to be made. For example, if you encourage the participants of a public speaking competition to follow the award criteria they will have a better chance of winning.

However, the person's goal for entering the speaker's competition may not necessarily be to win the award itself; the goal could be the personal development attained by competing for the award. So don't put too much emphasis on just the winning. Many award rules are there to show a road map on how the Association considers it BEST to do something.

Responsibilities

- Keep the club informed on all awards
- Keep track of the clubs progress on various awards
- Keep the club informed on the club's progress on awards
- Promote the club and individual members participation in the awards program
- Work with the Membership & Personal Development/Education Directors in helping all new members achieve their Maple leaf of Distinction Award.
- Regularly report to the Executive on their progress to achieving the Outstanding Club Award.

Points to consider

- Post charts at every meeting showing the club or individual's progress towards achieving awards.

21.13 DIRECTOR - PERSONAL DEVELOPMENT/EDUCATION

Personal Development is an important part in Kin. Many of our awards are designed to encourage personal development, and so it is important to work closely with the Awards chair. Equally the Maple Leaf of Distinction Award is a blue print on how to get involved in Kin and gain considerable personal development. So it is important to work with the membership Director.

Responsibilities

- Develop a personal development/ Education program for club members
- Your program can include many non-kin related things. Sessions on how to use Outlook, Excel, QuickBooks, Survey monkey, Dropbox etc. are often welcomed by club members.
- Kin Education materials are available on the website eg: Kin Education Manual. It contains mini-sections – each one could be used for a 10 minute education bite at a meeting

21.14 DIRECTOR - KIN SALES

Often added on to another Director position, it is small but important.

Responsibilities

- Promote the Kin Store to the members whenever possible.
- Keep a credit balance at the Kin Store so that orders can be placed by online or by phone, or use Visa or MasterCard
- Buy some gifts for speakers and items for club raffles in advance;
- order Gift of Kin add-ons when members have joined

21.15 DIRECTOR - COMMUNICATION (BULLETIN EDITOR / WEB MASTER)

This position was traditionally the Bulletin editor. Technology has opened other forms of communication.

Each club best determines its own internal communication vehicles. Some clubs still use bulletins; others may use websites and social media. It all depends on the membership and which works best for the club.

The communication vehicle must be constantly reviewed to ensure it is doing the job. If not, then alternate methods of communication on how best to ensure every member is kept abreast of current club activities is needed.

Clubs may use multiple methods of communicating. For example a club could still put together a regular “Bulletin / Magazine” and send it out by e-mail or post on a web page.

Regardless of the communication vehicle your club settles on – what is important is that every member be kept current in club activities.

Responsibilities

- Review communication strategies to ensure the members are always informed
- The information that every member must have access to on a regular basis are:
 - Roster of club membership
 - Minutes of General and Executive meetings
 - Advance notice of motions
 - Project proposal reports
 - Calendar of events
 - Proposals for new members
 - Reports
 - Treasurer
 - Registrar
 - Committees
- Other items may include:
 - Club, Zone, District and National events and histories
 - Contact Information on district officers and National HQ staff
 - Important dates in each member’s life – birthdays, anniversaries etc.
 - Kin profiles
 - Editorials
 - Kin Education
 - Status of projects and award submissions

22 IMPROVING CLUB MEETINGS

Overview:

Lengthy/boring meetings are the number one reason former members cite for dropping out of their clubs. Meetings are a significant part of the Kin Canada club experience and have a big impact on how the association is perceived by members. Meetings are also important to the efficient functioning of your clubs. Holding effective meetings will help you accomplish two things:

1. Keep members interested
2. Keep your club running smoothly

Common Questions Related to the Topic:

- How do I get members more involved?
- How can I make our meetings end on time?
- What activities should be done at the meeting?

22.1 MEETING TYPES

An effective meeting needs to have a purpose. The purpose of the meeting will determine all other factors of the meeting.

22.2 GUIDELINES FOR MEETING MANAGEMENT

The Necessary Steps to an Effective Meeting

Before the meeting:

1. Define Objectives. (For example, is your meeting informational, decision-making or motivational)?
2. Contact speakers and participants to confirm availability (2-4 weeks ahead)
3. Schedule meeting location and arrange for equipment and refreshments
4. Prepare agenda (This may involve preparing background materials)
5. Distribute agenda and necessary background materials one week before meeting
6. Contact any non-members who need to be included
7. Arrive early and make final check of meeting room (If leader can't arrive early, identify someone else who can)
8. Move tables and chairs in a new configuration to encourage mixing

During the meeting:

1. Start promptly (State main purpose and how it is to be accomplished)
2. Assign roles (Recorder/Timekeeper/Sergeant-at-arms)
3. Follow agenda
4. Elicit participation
5. Manage use of time
6. Help resolve conflicts
7. Clarify action to be taken and summarize results
8. Accept ideas for next agenda
9. Set time and place for next meeting - if necessary

After the meeting:

1. Restore the room and return equipment
2. Evaluate effectiveness of meeting
3. Prepare and distribute minutes
4. Follow up on personal action items and with others who were assigned action items

22.3 MEETING MANAGEMENT GROUND RULES

Why?

- To allow the group to set its own expectations for individual and group behavior in meetings
- To gain support for the group to help monitor individual and group behavior
- To encourage good group process and results due to productive behavior in meetings.

How?

- The group may brainstorm and agree upon its own ground rules during initial meetings`
- The leader/facilitator may suggest a few ground rules, but buy-in is increased when the group generates most of the rules
- In some cases, the group may be prompted by common ground rules as Roberts's rules
- The group may add and/or modify ground rules over time

Sample Ground Rules

- We will focus on work issues and behaviors including alcohol or other barriers, not people
- We will start and end meetings on time
- We will limit our discussions to the stated agenda item
- We will respect the confidentiality of discussions during our meetings
- We will allow everyone to have and state an opinion
- We will state our opinions once each, avoiding repetition

- We will not interrupt one another
- Opinions will be stated efficiently, allowing everyone equal time
- We will refer an item to a subgroup or subcommittee for further investigation if it is dominating too much time in a meeting
- We will each commit to working within the framework of group decisions
- Our meetings will be fun not drudgery

22.4 TIME MANAGEMENT TECHNIQUES

- Prioritize agenda items (most important first)
- Distribute detailed materials and read before meetings
- Assign members to work in subgroups (during or between meetings)
- Use agendas with time limits on each item, and a timekeeper prompting the group when it is time to move on
- Discussion procedures (i.e. limits on how many times or how long each person may speak)
- Limit discussion to agenda item
- Start and end on time
- Schedule a specific time for socializing before or after the meeting

22.5 QUICK IDEAS FOR IMPROVING MEETING ATMOSPHERE:

Clubs may request ideas and suggestions to improve their meetings. Rather than focusing on the negative, provide useful feedback as listed below.

Increase Involvement

- **Share your Enthusiasm** - Attitude is infectious. How you feel about making positive changes to your club will affect how members respond. Be upbeat and enthusiastic –your members will be motivated to support your efforts.
- **Visit Another Club** - The route to another club can be a road rally with clues for stops on the way. These are fun ways to help members become acquainted informally with the leadership team and they can ask questions about new ideas or procedures seen at another club meeting.
- **Share Praise Freely** - Important to all members, and especially new members, is positive reinforcement for a job done well. Often, simple acknowledgements are best - a special thank you during a club or committee meeting, a personal note of thanks, a word of encouragement. Consider creating a "Kudos" column in your newsletter or Web site to list those members who have done their jobs well, made great suggestions, or gone above and beyond the call of duty.
- **Find the Key to Involvement** - You want to involve each member in your club by getting to know them and selecting activities that they want to join. Active involvement is necessary to keep new members. Socialize with members during and outside of meetings.

- **Share happy occasions** - birthdays, anniversaries, a special achievement or the achievement of a spouse or child. The club newsletter and Web site are great ways to note these special occasions.
- **Use a member to give a program** - make members feel needed and important. Train them for future leadership roles
- **Communicate Constantly** - Open communication is vitally important to the success of your club. It creates a comfortable, productive environment that will motivate members to do their best. Encouraging input from members (see below) and using your club meetings, newsletter and Web site to communicate club happenings will help you with this task.

Club Dynamics:

- **Attendance Cues** - Paying careful attention to attendance trends can help uncover retention problems. Not attending meetings is one of the **first** signs of lack of member interest. Confer with your secretary and get a list of members who are "slipping." **If** they have missed three meetings or more in a row, call them to find out why. Personally calling them will show that you care about them.
- **Retention is for All Members** - While making sure new members feel welcomed, involved and comfortable, it is important to remember long-term members. As people belong to an organization for a longer period of time, their goals and needs may change. Let long-time members know that their continued membership is important by periodically asking them if they are still satisfied with the club.
- **Scramble Seating Arrangements** - Change seating arrangements at meetings from time to time to allow all members to become better acquainted. Try having your greeter or membership chair hand out poker chips or cards with a number that corresponds to a seat. There should be a number for every member including at large or associate. Then have a drawing at the end of the meeting that includes all of the seats. If no one is in the seat then the money or a percentage of it rolls over into next meeting. If a person's number is drawn but they are not in their corresponding seat, then they don't get the money and it rolls over as well.
- **Kin on the Month** - Highlight one member each month and have them give a presentation about something in their life. It could be business, their family, anything.
- **New Members Make Great Greeters** - Have new members serve as greeters for club functions for the **first** several weeks of their membership. It's a great way for them to meet all club members.
- **Make it Fun** - Have some fun while encouraging members to mix with their fellow members. Before a club meeting begins, select a member to be the "Secret Kin." In a clique-free club everyone mingles freely and will eventually meet the Secret Kin. As the meeting nears a close, you ask the Secret Kin to identify those members who never made contact, and encourage the Sergeant-at-arms to humorously levy a **fine**. Done with a light touch, the Secret kin method gets the "no- cliques" message across.

Focus on Meetings

- **Think Positively** - When considering any changes to your club, keep a positive attitude. Your club might be steeped in tradition and used to doing things a certain way, but that doesn't mean you shouldn't try something new. Today's "experiment" could be tomorrow's new tradition.
- **Newsworthy Newsletters and Web Sites** - Make your club's newsletter and Web site a valuable source of information for all members. Use these devices to reinforce **items** mentioned during meetings, or more importantly, to communicate details of agenda items that would slow your meetings down. Let members know that your newsletter and Web site are important sources of club news and encourage use.
- **Try Trimming Time** - Do you feel that your agenda is as lean as it can be, but your meetings are still running long? Examine the *content* of your agenda items and try trimming just a little time from a few items. Those small time adjustments will add up. Communicate your shortening of agenda items to all affected, so they can plan accordingly.
- **Programs in a Pinch** - Have a few programs ready that can be put on quickly and easily in the event of a last minute cancellation. Some ideas for quick programs include: presenting National Programs and discussing how your club is contributing to the association's goals for the year, holding a membership recruitment "summit" and brainstorming creative ways your club can recruit new members, or having your public relations chairman report on the status of publicity efforts and your club's perception in the community.
- **Use Your Gavel** - Do you use your gavel, or are you intimidated to call order with it?
- **Using** your gavel is one of the quickest, easiest ways to get the attention of your members and allow you to get your meeting back on track.
- **Mix it Up** - Keep your club meetings fresh by trying something new every once in a while. Consider having people change where they sit every few meetings to encourage camaraderie with new people, add a new quick agenda item to boost morale (such as suggestion of the month or recognizing a member who went beyond the call of duty) or change the order of your agenda items (make sure everyone involved knows if you do this so they will be prepared!).
- **Change Meeting Places** - By changing locations you will also give a new perspective to the meeting. Possible venues include different restaurants, parks, hotels etc.
- **Give Ownership** - Allow members to lead the activities. This will make the members feel needed and increase their motivation to do more in the club.

- **Visit Other Clubs** - This is a great way to get new ideas for your club. One club actually surprised all their members. They had everyone ride a bus to various places in town. Each destination had a clue of where to go next. The final destination was another club meeting.

23 CRISIS MANAGEMENT

23.1 CRISIS PLAN CHECKLIST

All executive members should gauge their clubs ability to avert and / or handle a crisis.

#	YES	NO	HOW DO YOU RATE?
1			Does your club have appropriate policies, procedures and training to deal with managing a crisis?
2			Does your club perform a risk assessment of all of its projects?
3			Does your club have in place a formal system of assessing, monitoring, and minimizing the degree of risk to which your membership are exposed?
4			Does your club have a crisis management team capable of fulfilling the "Four R's" of crisis management and a plan that will be immediately activated?
5			If the worst that could happen does, is your club is ready to deal with it.?
6			Does your club maintain ongoing/positive media relations, and in time of crisis you're confident they'll be on-side with you?
7			Does your crisis plan include a formal system to alert the crisis committee, the naming of a single spokesperson, and formal strategies to advise your membership and community supporters.?
8			Has the one person who will be authorized to speak for your Club been advised?
9			Is your spokesperson prepared for the "onslaught of the media" in the event of a crisis?
10			Does your club have a plan that ensures your members and the National Executive Director will be among the first to be accurately and honestly apprised of the nature of the crisis?
11			Once the crisis is behind you, does your club have a plan in place to evaluate your handling of the event and learn from the experience?
12			Has your club rehearsed a response to "high risk" crisis possibilities and prepared draft press releases for such occasions?
13			Does every member of the executive and every committee chair know who the club Risk Manager is?
14			Is your Risk manager qualified for the position?
15			Is your Risk management committee made up of members of professionals qualified to assess and reduce risk throughout your club?.

23.2 CRISIS MANAGEMENT AND THE 4 R'S

When a crisis strikes, it is time to rely on the "Four R's": **React, Respond, Retain** and **Return**. Never lose sight of these principles during and after the crisis. Endeavour to tackle them one at a time

React

When the crisis hits, assign troops to the battle stations. Deploy your crisis plan. The faster you can react, the less damage will be done.

Respond

Now it's your turn. Go on the offensive. Neutralize charges against you by honestly stating the strengths and history of safety and care that you have offered to your community. State your position.

Retain

Do all that is necessary to retain the good name and reputation of your club. Make sure that any reporter you speak with understands what the club is about and what it has accomplished. Do all you can to ensure that your club is portrayed in an accurate and positive light.

Return

Get back to normalcy as soon as possible. The sooner you can return to "business as usual," the sooner the crisis atmosphere will dissipate. Where necessary, bring in professional crisis response professionals to help your membership. They all need to know that everything is OK again. Do all you can to reassure people.

As you read the following material, some key points will become apparent, and it's essential they be understood and recognized.

- First of all, no club is immune to crisis.
- No one crisis is likely to ruin an organization, but a poorly managed response can.
- A history of credible service and good media relations will help.
- Develop a crisis response plan. Be like Nike ~ Just do it!
- Select a single spokesperson.
- Don't put yourself at odds with the media.
- Never give "off the record" comments. There is no such thing!
- Resist the temptation to offer a "No comment" response.
- Show compassion for any who may suffer because of the situation.
- Assert your rights ~ you're not on trial, you're simply serving as a communicator and providing information.

If the foregoing seems a likely fit for your Kinsmen, Kinette or Kin Club, it's time to move on and learn what to do when the worst that could happen ~ does!

1 Adapted from "*When a Crisis Hits ... Hit Back!*" published by Boys and Girls Clubs of America in the Spring 1988 issue of Connections. Used with permission.

23.3 WHEN THE WORST THAT COULD HAPPEN - DOES!

Your worst nightmare as a service club has come true. You wake up one morning to learn that a person has died in a club sponsored event, a long-time member has embezzled local funds, or a member of your club has been arrested for child sexual abuse. Perhaps they've discovered a drug ring operating without your knowledge in your club house, or an overnight fire or flood has caused extensive damage to the building that houses all your history, regalia and a community service area to the community.

You find that the media has been calling all morning ... and they want answers ~ NOW. Before you can even begin to collect your wits, the phones start ringing again. What do you do? Who do you call? How do you respond?

If you're like many of us, it's only now that you wish you hadn't made that decision "not to worry about problems until they happen." In today's world of instant communications, it's an attitude that can be dangerous. That's why it's important for Kin Canada to recognize the critical need to prepare for a crisis, even if one never occurs.

You can start by accepting the premise that a crisis can hit any organization at any time. You can run the safest, most secure club in the country, but a lightning bolt or an automobile accident can land you face-to-face with a camera or a microphone. And while it's unlikely that any one crisis can ruin an organization, a poorly-managed response to a crisis can. The credibility and reputation of your club, which may have taken years to build, can be knocked down overnight. This reality is not a reason to panic, but it is reason to plan ahead and prepare for the crisis that, hopefully, will never occur.

Start Before the Crisis Happens

If a crisis does happen, it is helpful if local media already know about your club, its work, and its accomplishments. If they do, they will probably be supportive, and they may even help to contain the crisis by reporting it as "an unfortunate incident in a long history of service to the community." If, however, they have never heard of the club before, you can be sure that they will want to start from the beginning: What is the club all about? What services does it provide to the community? How is it governed? How is it funded? Is there really a need for your services?

You can see it's important to have an ongoing media relations program in place. If you don't have one, Kin Canada Headquarters will provide you with information which offers a great beginning.

Having a media relations program is not a substitute for having a crisis plan, however, and the time to plan ahead and develop one is now ~ before the crisis.

Develop a Crisis Plan ~ Now

The first step is to form a crisis committee, composed of key members (especially the club's president, and public relations committee or other experienced volunteers). Once the committee is formed, it should begin to develop a detailed written plan ~ a series of steps to be taken and carefully and quickly followed in the event of a crisis.

The best way to go about developing a crisis plan is to create an imaginary crisis and walk through the process step by step. Start at the beginning: What happened? Who should be notified? How should they be notified and how soon after the event? Should Kin Canada or your district governors be notified? Should the club meet immediately? How should phone calls be screened?

As you do this, you will be forced to create contingency steps as you encounter obstacles. Eventually, you will be able to work out a plan that accounts for every foreseeable contingency. To make sure that the plan works in every instance, imagine a different crisis and follow the same plan. Does it work? Are there problems? If so, continue to fine-tune the plan so that, in the end, the result is viable and fail-safe.

When developing your crisis plan, make sure the follow items are included:

1. the crisis committee is alerted;
2. a spokesperson is briefed and a response is developed;
3. the national executive director and staff are briefed about the situation;
4. the national executive and district executive members are made aware of the situation;
5. members are reassured
6. major contributors, legal counsel, and insurers are informed.

Although the specifics of each club's plan may vary, these basic elements should be part of the total package. Once your plan is developed, place yourself in the position of all of the parties ~ members, club executive, the spokesperson, neighbours of the club, and the media. Are you satisfied with the actions and responses? If not, rework the plan.

Select a Single Spokesperson

It is imperative during a crisis that one person, and only one person, speaks for the club. This creates a feeling of honesty and consistency. The committee should select a spokesperson to serve in this capacity. The individual should be knowledgeable about the club and its activities, a good speaker, and able to remain calm and credible under pressure. In short, you should select

your most credible representative. The club president or the national executive director may be among the most logical choices.

All questions and requests for statements and interviews should possibly be directed to the spokesperson who should be in communication with the national executive director so that they can quickly be conveyed to the spokesperson for response. Clubs should make sure that this rule is understood by all volunteers who answer phones or may be approached for comment. No one other than the spokesperson should offer his or her personal thoughts or opinions. The club simply cannot control its message or manage the flow of information if various individuals are allowed to comment at will, especially in the early stages of a controversy, when the facts are being gathered and a measured response is being planned.

Your spokesperson should be more than a mere voice that relays the opinions or statements of the club or the crisis committee. He or she should be actively involved in the decision-making process that leads to the formulation of the club's proactive position. It is vital that this position be determined quickly ~ within hours, if at all possible ~ because the earliest stages of a crisis are when media and public interest will be greatest.

Once your club's position is approved, it needs to be shared with everyone involved in the operation of the club. Everyone who will have a role to play in the event of a real crisis will need to know in advance what that role is.

Some "Do's and Don'ts" for the Spokesperson

Picture, if you will ... it's the morning after the crisis ~ your phone is ringing and the media are waiting for a response. Assume for the moment that you are the spokesperson. You already have gathered as much information as you can and met with the crisis committee. You are now ready to face the media. Before you do, here are a few points to keep in mind.

The media are not out to "get you." Reporters have a job to do ~ to tell the story and report the news. If the story is important, they will get the facts, one way or another. Don't put yourself at odds with the media; work with them and do everything possible to present the club's position and explain the steps the club is taking. Try to co-operate and provide the media with the information they need.

You probably will not have all of the necessary information when a crisis first hits. However, tell what you do know, acknowledge what you don't know, and offer to provide additional information. This will create an image that the club is being responsive and responsible.

Start communicating with the media as soon as possible. Return phone calls, answer questions, and even advise the media of a crisis if they have not discovered it for themselves, because, in most cases, they soon will. The more open you are, the less they will push for information.

Resist the temptation to offer a "No comment" response ~ it suggests you are trying to hide something or are afraid of the question. Saying "No comment" to reporters is like waving a

red flag in front of a bull, and it sounds terrible when you are quoted in the news. "I don't know" or "We don't wish to speculate until more facts are available" are much better answers.

If you can't provide answers, someone else will. Unfortunately, they may not be the answers you wish to be given. Therefore, it is important that you find the answers and fill in the blanks whenever you can. After all, the story is about your club. Isn't it better if you tell it?

Another phrase that should never be used is "off the record." If you say something, you can ~ and probably will ~ be quoted. A reporter is not a buddy with whom you can share private thoughts. If the information is not worth mentioning, don't mention it. If the information is important, state it as part of the story.

Positioning is important, and first impressions are the most lasting. The way you are first portrayed to the public will be the way you will be remembered. Will the club be viewed as cold and aloof or warm and involved? That depends largely on the image you create.

Convey the message that "We, too, are victims." Plant the thought that the club, its good name, and its excellent record of service are important to you. This helps to position the club as a victim of the incident.

Keep the problem in perspective. The club probably has been a vital part of the community for many years, and has made a positive difference in the lives of thousands of communities. Don't lose sight of this and don't let others lose sight of this either. Keeping things in perspective won't make the problem go away, but it will help overcome the situation as quickly as possible.

Show compassion for any who may suffer because of the situation. Express concern and describe your efforts to make amends. Your club was founded on the principle of concern for others. Don't lose sight of this now.

Be cautious about discussing legal issues. That's what lawyers are trained to do. If the situation has legal implications, know what they are, but avoid giving detailed legal answers. Also, don't try to play police officer, prosecutor, or judge. Don't talk about stiff jail sentences, heavy fines, or other penalties. The best you can do is to promise full co-operation with the proper agencies or authorities involved in a case.

Don't attempt to answer questions about other subjects that require technical training, such as science, chemistry, or engineering. Again, simply say, "I don't know. That's a question for an expert to answer."

Assert your rights. Keep in mind that you are not on trial. You are simply serving as a communicator and providing information. Your prime responsibility as a leader of the club is to operate in a safe and responsible fashion and to provide for the welfare of club members. Accommodate the media, but do not compromise the club's integrity or operation. For example, if a television reporter wants to interview you in the library during a current event, feel free to say that this would be distracting. Offer an alternate location.

Working with the Media

It is important to understand and anticipate the media's needs. Prepare a news release (see accompanying samples) containing your statement and a fact sheet with additional information when you encounter a group of reporters or have an announcement to make. These are valuable resources for reporters and will keep you from having to repeat the same information over and over. Also, respect the competition for stories among reporters. Send your materials to all news organizations, or invite them all to your news conference, but don't play favourites.

Dealing with Hostile Reporters

In the process of dealing with the media, you may encounter hostile reporters. Unfortunately, you cannot ignore these people; if you do, you do so at your club's peril. Following are some tips on how to make the experience more positive.

The "machine gunner" will fire a series of questions at you. The best way to handle a situation like this is to choose to answer only one question, preferably the one that helps you to make your point. Don't feel obligated to answer more than one question at a time. If the question is important, the reporter will repeat it.

The "paraphraser" will (incorrectly) restate your views, placing them in a context that shows your position in an unfavourable light. Deal with this by patiently correcting the person and restating your case. Never let your views go stated incorrectly. Once they appear in print or on the air, it's too late.

The "interrupter" will never let you complete a thought and will try to stop you in the middle of a productive statement. Don't let it happen. There are two ways to deal with this problem. You can stop and patiently listen to the new question and say you will address that after you have made your initial point. A better way is to pause, completely ignore the question, complete your thought, and then say, "You brought up another point. What was it?"

The "hypothetical questioner" is one who is constantly creating hypothetical situations that are designed to leave you with no way out. You are under no obligation to play this game. Simply say, "That's a hypothetical question, and I am unable to answer it."

These types of reporters are the exception to the rule. Most are trained professionals, without a personal interest in the story, who are there to do a job. Work enthusiastically with the good ones, and make the best of it when you encounter the others.

Communicating with Other Audiences

If you have done your job well, the media will report your story in a fair and balanced manner. But you have other audiences that need to be reached and handled in a special way: your members of the club and other levels of Kin government. All of them need to be alerted when the story breaks and reassured throughout and after the crisis.

Club Executive

Some key executive members, as part of the crisis committee, will learn about a crisis immediately. However, the entire club should be alerted, provided with information as soon as possible, and periodically kept informed until the situation is resolved. Bear in mind that these are people who have volunteered to be responsible for the leadership of your club. They need to be well-informed, especially when their club is suddenly in the spotlight.

This can be done in many ways, such as emergency meetings, meetings of the executive committee, phone calls, or letters.

The method you choose will depend on the size of your club and the nature of the crisis.

National Staff

Obviously, our national staff needs to know about a crisis situation. They have a vital role to play because they communicate with members, sponsors and people in global community. Staff will have many questions regarding safety, responsibility, and the future status of the club within the Association.

Fill the vacuum before rumours do by calling a meeting and giving the national executive director as much information as possible. Take time to keep him or her informed, and be sensitive to his or her fears and uncertainties. Make everyone feel like a member of the crisis team ~ informed, involved, and responsible. If necessary, request outside assistance from professionals or organizations that specialize in debriefing critical incidents.

Members

The nature of the crisis will determine the form and severity of the detrimental effect it will have on your members and their families. Leave no stone unturned to assure them of your interest, support, and availability. If there have been circumstances where children or families have been traumatized, help them find appropriate professional assistance and counselling. Consider the value of bringing in independent, qualified critical incident debriefing professionals to your club. Your first and foremost reason for being is to assist those who need help and encouragement in the face of adversity. Don't fail them.

Community Members

Communities today are bombarded with statistics on the risks facing services within our communities. You'll find they will have two basic concerns:

- (1) Are citizens in any danger? and
- (2) Will the club continue to operate?

It is very important that you reassure them quickly on these two issues. It is better that they learn about the situation from you, and not from a neighbour or from the newspaper or television.

You should be as open, responsive, and responsible to the community partners as you are to the media. They may be upset or fearful, so be sensitive. They will have questions, so be patient. They will want assurances, so give them. If you have been doing a good job all along and running a good club, the community will trust you, believe your answers, and eventually reward you with their support.

The Aftermath

After a crisis is over, sit back and evaluate how effectively the club responded to the situation. One way to do this is to ask the following questions:

- How was the crisis handled?
- Were steps taken to keep the problem from happening again?
- Do you continue to enjoy the support of the club members, the loyalty of the Kin government, and the faith of the Association?
- Was the club's position reported fairly in the media?

Just as tragedy cannot be avoided in our personal lives, neither can problems or emergencies be avoided over time by any organization. But, through advance planning and sensitive handling, a crisis can help a club to grow even stronger in the long run, with little or no lasting harm to the Association.

23.4 SAMPLE PRESS RELEASES

When a crisis occurs, you may be called upon to develop press releases designed to represent your club's position accurately and consistently to the media and to serve as a basis for your spokesperson's public pronouncements.

Though some of us function best "under fire," many Kinsmen, Kinette or Kin clubs have found it useful to anticipate issues with potential to become high profile and prepare outlines of media releases that could be revised by their crisis management committee and approved for use as required.

For example, allegations of sexual misconduct against volunteers have become increasingly prevalent in a wide range of services whose purpose is to serve children and teens. On the following pages you'll find examples of real documents used in the past by other service clubs. They have been assessed by them to be suitable for completion and use in times of crisis. You'll note that each is designed for a specific purpose and each intended for final clearance by the crisis management team prior to distribution to the media.

Purpose: To be used to notify members of arising police investigations that is likely to result in media attention.

MEMORANDUM

TO: Members, Kinsmen or Kinette or Kin Club of _____

FROM: _____, Club President

I have been advised today by the _____ police service that they are conducting investigations into allegations of embezzlement which allegedly occurred in the course of _____ Club activities between 20__ and 20__.

Investigating officers have indicated that the allegations centre around the conduct of (a) former member(s) and they anticipate charges will be laid. They are currently asking former members to come forward if they have information that may be pertinent to the investigation.

We are in the process of formalizing a plan to deal with anticipated public reaction. In general, it's been agreed that inquiries from members or the public at large will be handled:

1. by a named spokesperson through whom all information will be channeled;
2. by acknowledging the _____ Club's awareness of the investigation and determination to co-operate with investigating officials as required;
3. by providing assurances that our Club has policies, procedures, and police screening in place designed to protect as much as possible the members of the community, including children who place their trust in us.

I will keep you informed of any further development. Please feel free to refer any media or public inquiries to me directly.

Purpose: To be completed and released to media in response to their requests for information following laying of charges.

PRESS RELEASE

_____, President of the _____ Club of _____, confirmed today that it is his/her understanding a former volunteer of the Association has been recently charged following police investigation of sexual abuse allegations.

_____ stated that his / her club has co-operated fully with the police throughout the investigation process, indicating that inasmuch as the matter is now before the courts, no further comment about the case can be made.

_____ emphasized that his/her club completes police screens of all potential volunteers who work with young people. As well, the club has in place policies and procedures designed to protect children and youth from all forms of abuse.

Purpose: To be released when charges against a full-time employee of our national office or district foundations have been made public and the media requests information pertaining to the individual's relationship with our Association.

PRESS RELEASE

_____ was employed by Kin Canada / District __ Foundation from _____ to _____.

_____ came to our Association from a similar position in _____.

_____ (a) is temporarily suspended with no formal involvement with the Association or its members.

(b) resigned his position with the Association in _____ of 20____.

(c) was released from Association service in _____ of 20____.

Positions which _____ held during the course of employment with Kin Canada / District __ Foundation were as follows:

_____ Director, 20____ to 20____

_____ Manager, 20____ to 20____

_____ Supervisor, 20____ to 20____

24 KIN ACRONYMS

When talking with one another, the use of acronyms by members of Kin has become the norm. These shortened versions of Kin terminology may be recognizable to those who have been in the Association for a number of years but to a new member or to the general public, the acronyms may sound odd.

Listed below are the most common Kin acronyms. While these may still be in use, it is recommended that members of Kin use the full terms whether at club, zone, district and national events or when speaking with the general public.

CF:	Cystic Fibrosis
CFC:	Cystic Fibrosis Canada
CRM:	Club Risk Manager
D#:	District # (e.g.: District 1, District 2, etc.)
DG:	Deputy Governor
DLS:	District Leadership Seminar
DMD:	District Membership Director
DRM:	District Risk Manager
ED:	Executive Director
FLC:	Fall Leadership Conference
GOB:	General Operating By-law
HREF:	Hal Rogers Endowment Fund
KCB:	Kin Canada Bursary
ND:	National Director
NGS:	Not in Good Standing
NP:	National President
NVP:	National Vice President
PNP:	Past National President
RM:	Risk Management or Risk Manager

KIN CANADA MISSION STATEMENT

Volunteers enriching Canadian Communities through Community Service, Leadership and Partnership.

KIN CANADA VISION

Strong, Healthy and Engaged Canadian Communities

KIN CANADA VALUES

Excellence, Integrity, Accountability, Compassion, Pride, Fellowship, Inclusiveness.

OBJECTS OF THE ASSOCIATION::

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		
<p>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.</p>		
Kinsmen	Kin	Kinette
<p>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</p>	<p>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</p>	<p>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</p>

GRACE		
<p>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.</p>		
Kinsmen	Kin	Kinette
<p>Happy to meet Sorry to Part Happy to meet again For what we are about to receive O Lord make us truly thankful Amen</p>	<p>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</p>	<p>May the Lord make us true Kinettes In our thoughts and deeds And make us truly grateful for the food we receive Amen</p>