

The Chapter Executive Board

Module 105

MEMBER EDUCATION PROGRAM



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THE CHAPTER EXECUTIVE BOARD

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SECTION 1

The Chapter Executive Board

THE CHAPTER LEADERSHIP TEAM

DUTY AND AUTHORITY

RESPONSIBILITIES

THE CHAPTER EXECUTIVE BOARD

THE CHAPTER LEADERSHIP TEAM

The chapter executive board usually consists of the following elected officers: president, vice president(s), secretary, treasurer, and public relations officer. Depending on the chapter's constitution and bylaws, other officers such as the grievance chairperson or chief job steward, who may be elected at large, may also be included on the executive board.

All elected officers have individual functions as set forth in the chapter's constitution and standing rules. The officers are not considered free agents operating independent of one another. Rather, they and the junior past president form the executive board of the chapter. The executive board has the responsibility and authority to manage chapter operations between general and special membership meetings.

DUTY AND AUTHORITY

Individual chapter officer duties are usually described in each chapter's constitution. The executive board's duties may be less well defined than those of each officer. CSEA's *Chapter Constitution Guideline*, a "sample" constitution which complies with the state *Constitution and Bylaws and Policy*, describes executive board duties as follows:

The Executive Board shall have general supervision of the affairs of the chapter between the general membership meetings. It shall transact the routine business of the chapter as authorized and required herein, direct the activities of the various committees, fix the time and place of meetings except as otherwise directed by the membership, prioritize and determine recommendations on matters requiring discussion and action by the general membership, and perform such other duties as are specified in this Constitution. The Board shall be subject to the orders of the chapter membership, and none of its actions shall conflict with actions taken by the chapter membership.

A report on all actions taken by the Executive Board shall be made to the membership at the next regular or special chapter meeting, with such actions subject to membership ratification if appropriate. Minutes of Executive Board meetings shall be kept on file for at least five (5) years.

The Executive Board shall meet at the call of the President or at such times and places designated by it; the President shall call a special meeting upon the written request of a majority of the Board.

A majority of the members of the Executive Board shall constitute a quorum.

You'll find more information on the *Chapter Constitution Guideline* in Section 2 of this module.

The executive board has the **general authority** to take any action that could be taken by a vote of the membership present at a chapter meeting. Executive board action, however, is subject to ratification or *rejection* by the members at the next chapter meeting. The members may ratify executive board actions by adopting the report (minutes) which must be submitted to the chapter by the board.

The only **limitation** on the authority of the executive board to act on behalf of the membership between meetings is that any action must conform to the requirements of the constitution and bylaws, standing rules and policy of the Association and the local chapter. For example, the executive board cannot ratify a collective bargaining agreement between the chapter and the employer, because that authority is specifically vested in the members. However, the board could authorize settlement of a grievance, or delegate grievance settlement authority to another individual, unless the chapter's constitution and/or standing rules specifically address grievance settlement procedures in a different manner.

The discretion granted an executive board must be quite broad for the CSEA chapter to function effectively on a day-to-day basis. Even the ability of the chapter members to reject an executive board action is, in some cases, a limited control. Many actions, once accomplished, are difficult or impossible to effectively overrule. The grievance settlement agreed to by the executive board or by a subordinate committee or individual will probably remain "settled" even if the membership votes to reject the action. Time limits of the contract may have passed; the employer may have signed and put a settlement agreement into effect. The effect of chapter rejection may thus be limited to advising the employer that the grievance settlement should not be considered precedential.

In practice, in much the same manner as the chapter defers to the executive board, many boards delegate some decision-making authority to individuals or committees, either by act or acquiescence. In an **extreme case**, a strong leader may make decisions where his/her ability to do so is not questioned by the executive board or the chapter membership. This assumption of power, either by an individual officer or the executive board, is not always a result of apathy. Often, a majority of the chapter has enough confidence in its elected officers that they consciously acquiesce to their decisions and authority and may seldom challenge those decisions.

Conscientious officers realize the executive board is simply an extension of the democratic membership control that allows the chapter to deal with problems that arise between general meetings. Members of the executive board, who keep in touch with the members, should be secure enough to make fair decisions that are almost certain to be ratified by the members. Executive board members who misuse their authority by making decisions inconsistent

with the feelings of the members are likely to be denied reelection, recalled from office or, at the very least, be brought under stricter control by a membership vote to limit their authority.

The structure described above exists in any democratic organization or society that is organized to perform above the level of anarchy. The CSEA chapter should not be equated with “town-meeting” democracy, and members should not expect to vote on **every** issue **before** action is taken.

The chapter executive board and its member officers have to be given sufficient authority to run the **daily affairs** of the organization within the guidelines decreed by the membership. However, to provide safeguards against the possibility of a runaway, dictatorial executive board or individual officers, it may be beneficial to structure the guidelines more formally than provided by the generally broad scope of the chapter constitution. Formal guidelines through standing rules may also have the extra benefit of giving security and credibility to the decision-making process so the executive board can genuinely anticipate membership ratification of board decisions.

The chapter should develop standing rules or policy apart from its constitution. The standing rules could be developed by the members at chapter meetings, by a constitution and rules committee or by the executive board and ratified by the chapter. Among other things, the standing rules could address the **duties, responsibilities and procedures** of the executive board not detailed in the chapter constitution.

See Section 2, Chapter Governance, in this module and Module 113, *Standing Rules*, for a thorough discussion of “standing rules.”

RESPONSIBILITIES

In addition to the **authority** granted to the executive board, the board has certain specific responsibilities to the chapter as a whole. These responsibilities may include:

- Defining the chapter’s mission, goals and objectives, establishing priorities and instituting plans to achieve the chapter’s goals and objectives.
- Developing an annual chapter budget, including evaluation of other sources of income such as fund-raising activities.
- Monitoring employer actions that relate to contract administration, enforcement and/or subjects of bargaining.
- Monitoring grievance activities.
- Attending governing board and personnel commission meetings.
At least one officer should attend every employer board and personnel commission meeting. The officer should have authority to object to proposed actions and authority to demand to negotiate prior to

board or commission action. And, the employer's or personnel commission's activities and actions must be reported to the chapter membership.

- Recruiting candidates to run for governing board positions.
- Setting the agenda for chapter meetings.
- Monitoring committee activities and progress.
- Setting up a chapter communications network through chapter officers, job stewards, site representatives, committee members and other key people in order to keep in touch with members and preserve the concept of CSEA democratic control.
- Responding to member and non-member questions and concerns.

Except for those times when chapter meetings are in session, the executive board is the CSEA chapter. Each officer has individual authority and responsibility under the chapter constitution. It is the executive board's function to operate the chapter on a day-to-day basis in a manner which doesn't conflict with specific direction from the membership, the chapter constitution, standing rules or resolutions passed at chapter meetings. The manner in which the executive board runs the chapter determines whether or not CSEA is perceived as an effective union by the employer, the public, and most importantly, by the CSEA members and unit members you represent.

The executive board then is the chapter "leadership," acting in concert to manage the affairs of the chapter and officers acting individually to fulfill responsibilities of their offices. How these officers and the executive board actually carry out their "leadership" responsibilities is discussed in Section 4 of this module.

Chapter Governance

THE CHAPTER CONSTITUTION

STANDING RULES

CHAPTER GOVERNANCE

THE CHAPTER CONSTITUTION

The chapter constitution should contain all the rules of the chapter that are of such importance that they should be modified or rescinded only after prior specific notice to the membership and a two-thirds vote. For example, qualifications for membership, establishment of chapter executive offices and standing committees, ratification of contracts, and the chapter dues schedule should be included in the constitution so these rules can only be changed by the membership. After notification to the membership of proposed changes in such subjects, a two-thirds vote at the second of two consecutive chapter meetings effects the change.

The chapter constitution must comply with the state *Constitution and Bylaws and Policy*. CSEA's *Chapter Constitution Guideline*, Publication 119, contains language that meets this requirement. The chapter may include additional provisions provided they are not contrary to provisions in the state *Constitution and Bylaws and Policy*.

STANDING RULES

In addition to the constitution, chapters should consider developing “standing rules.” Standing rules establish rules related to the details of running the business of the chapter (they do not relate to parliamentary procedure). Standing rules are considered permanent in nature and are binding on the chapter and its officers in the same manner as its constitution. *But, they may be suspended, modified or rescinded at any chapter meeting, and without previous notice to the membership.*

Standing rules may be originally adopted by **majority vote** at any chapter meeting without previous notice, and the members in attendance at future meetings are then at liberty to suspend, modify or terminate such rules upon proper motion being made and adopted by **a two-thirds vote**. However, no standing rule can be adopted which conflicts with the chapter constitution or the constitution, bylaws or policy of the state association.

Place important rules in the constitution so they cannot be changed without notification to members, debate, and a two-thirds vote for approval.

Why Have Standing Rules?

Standing rules provide consistency to the chapter's operations, instructions to the officers, executive board and committees, and allow necessary flexibility to meet changing circumstances. A chapter's standing rules might include the following provision:

Endorsement of candidates for political office of the employer, such as school board elections, shall be by vote of the chapter's membership. A candidate's name must be submitted and seconded by a member in good standing at a regular or specially called chapter meeting. The executive board shall interview all candidates for endorsement and submit their report and recommendations prior to the vote of the membership at a chapter meeting.

This rule establishes a legitimate control which assures the members receive background information necessary to make an assessment of the candidates' stands on chapter and community concerns, and provides a consistent standard of practice the members may rely upon.

However, there could be instances where the rule might prohibit endorsement of a candidate who is clearly the choice of the majority. For example, suppose an unknown candidate shows up at the chapter meeting and proves to be an outstanding prospect for endorsement, but the executive board has not had an opportunity to conduct an interview. In this case, the members might wish to temporarily "suspend" the rule so they may endorse the candidate. The wishes of the membership are then carried out, but the rule is still intact for future actions. Note: if the endorsement rule was included in your constitution and bylaws, the option to "suspend" such a provision would not be available and the endorsement could not be made.

What To Include In Standing Rules

Some matters best covered by standing rules include:

- Setting the time and place of regular chapter meetings.
- Establishing the authority (or limitations on authority) of the executive board, officers, stewards and committees on matters not covered by the chapter constitution.
- Establish procedures for maintenance of chapter records and files.
- Prescribe additional chapter officer duties and responsibilities beyond those specified in the chapter constitution.
- Provide for chapter political action procedures such as endorsement of candidates and local initiatives, consistent with Association policy.
- Set procedures for handling disputes under the collective bargaining agreement and internal local appeals of bargaining unit members.
- Establish procedures for reimbursement of expenses for officers and members acting on behalf of the chapter.
- Provide procedures and standards for awarding chapter scholarships.
- Provide the method for paying bills between chapter meetings.
- Grant authority to the executive board, committees, and possibly members to place items on the chapter meeting agenda prior to the meeting.

In short, standing rules are the standard operating procedure of the chapter and can cover any matter that could otherwise be legally voted upon and implemented by the chapter membership. The benefit of codifying them in one document establishes the formal law of the chapter. The standing rules, once in place, should be distributed along with a copy of the chapter constitution to every chapter member. The executive board should periodically review the chapter constitution and standing rules to ensure they meet the needs of the membership and comply with CSEA's *Constitution and Bylaws* and *Policy*.

Chapter Management

EXECUTIVE BOARD MEETINGS

PLANNING—BUILDING A STRONGER UNION

THE CHAPTER BUDGET

CHAPTER MEETINGS

CHAPTER FILES

EXECUTIVE BOARD MEETINGS

Executive board meetings provide a formalized process for chapter officers to plan and prioritize chapter activities and projects, review and discuss current problems or grievances, and share information with one another. Usually, the chapter president schedules executive board meetings and develops the agenda based upon chapter business needs, current activities and suggestions from other officers. The chapter constitution and bylaws may also contain stipulations regarding chapter officer attendance, timing, and frequency of executive board meetings.

Topics for discussion could include recent employer actions, reports from officers, a report on recent employer and personnel commission meetings, and planning future chapter activities and chapter meetings. And at the beginning of the new year, a special executive board meeting may be held with the outgoing officers to review chapter programs and ongoing business.

PLANNING — BUILDING A STRONGER UNION

Among the executive board's responsibilities is involvement in defining the chapter's mission, its goals and objectives, priorities, and identifying and securing the resources necessary to reach those goals.

Planning, that is, a method of setting realistic goals and **reaching them**, is as important to the CSEA chapter as it is to the state association. Most of the literature on planning or, more specifically, "strategic planning," identifies four elements common to all successful planning processes:

- **Mission Statements.** A fundamental *statement of purpose* including the scope of activities, the relationship to other units in the organization, and the unique characteristics of the group: *The activities or services to be provided, why, and to whom.*
- **Objectives (Goals).** Specific and general short, medium and long term goals: *The agreed upon results expected.*
- **Strategies (Plans).** Identification and implementation of tasks, projects and programs: *The development of an action plan.*
- **Resources.** Required identification and allocation of finances, people, time, equipment and facilities. *What is needed to get the job done.*

Mission Statements

Development of an effective "mission statement" for each CSEA chapter is vital to the planning process and, thus, to the continued success of union programs. It is the foundation for more detailed objectives, strategies and tactical plans, and provides a standard against which we can test subsequent activities proposed during the planning process.

A good mission statement should answer several questions:

- Who are we?
- What are we trying to do?

- Who do we serve?
- Who or what determines our success?
- What distinguishes us from other groups within the organization?
- Would it make any difference if we did not exist?

The link between the mission and the rest of the planning process (objectives, strategies and resources) is that the mission statement explains *why* each decision is important and *how* each contributes to the chapter's present and future.

Some CSEA chapters already have a "Statement of Purpose" included in their constitution. But to remain vital, a chapter should periodically redefine its mission, or at least test it for continued validity. Review of the chapter's mission statement forces leaders to be responsive to changing needs, and makes it difficult for the union's purpose to become blurred.

Keep in mind that *actions*, not words, create the real mission statement. Also, a mission statement should not commit a chapter to do what it must do in order to survive, but to do *what it chooses to do in order to thrive*. Here is an example of how redefining stated missions helped another organization:

Several years ago, leaders of the American Red Cross felt the organization needed a clearer focus, since the original purpose of providing medical care to soldiers was now handled by the military. In keeping with the Red Cross' reformulated mission statement — "*to help people avoid, prepare for, and cope with emergencies*" — the organization concentrated on emergencies and other critical problems among the general population.

A mission statement should be developed at a meeting designed specifically for this purpose. An open meeting of the executive board, a planning meeting of the chapter, or a special committee encourages participation and the contribution of diverse ideas. If the sheer size of the chapter makes it necessary to have a smaller group write the mission statement, be sure to place the results on the agenda of the next chapter meeting for discussion and approval.

Two important keys to developing an effective mission statement are:
 1) it's developed by consensus; and
 2) its elements are measurable.

In other words, don't write something like this:

To develop an attitude that encourages everyone to share in the excitement of becoming part of a team that is the best at what we do.

It doesn't tell anybody anything, and whether you do something, **or nothing at all**, it will safely fit the stated mission. Instead, be somewhat specific, without dwelling on explicit "objectives." These are addressed in the subsequent steps of the planning process.

For example, after the break up of the "Bell System," there was a general loss of identity within AT & T. In effect employees said, "Who are we? Who is this new corporation? I knew the old Bell System; I knew my niche; I knew where it was going." They had a clear sense of direction before

divestiture, because Bell had the world’s greatest six-word mission statement: *One system, one policy, universal service*. These six words determined everything that went on, from pricing to the delivery of dial tones throughout the United States. Forced to change their programs, AT & T successfully redefined its mission:

“One enterprise and mission — global data communications and information service — and one measure — customer satisfaction.”

If a company as large and complex as AT & T can write a concise, relevant and inspiring mission statement, surely a CSEA chapter can do the same!

Objectives (Goals)

DECIDING OBJECTIVES

If a chapter is serious about setting objectives, directing the course of its activities and using its resources well, goals should be developed for each area within the chapter: administration, collective bargaining, public relations, communications, political action, etc.

Goals have two relative qualities, **urgency and importance**; and can be viewed in four possible combinations:

HIGH URGENCY LOW IMPORTANCE	HIGH URGENCY HIGH IMPORTANCE
LOW URGENCY LOW IMPORTANCE	LOW URGENCY HIGH IMPORTANCE

Obviously, matters which are both **highly urgent and highly important** must be given first priority. These are the **crisis situations** CSEA leaders and staff proudly admit being good at handling. And we should be proud of pulling together to solve **highly urgent and highly important problems**, but what about the other three categories?

Setting the **last** priority to deal with is also somewhat obvious. If a project or program is both of low urgency and low importance, it should not be too hard to ignore for a while. These are the “nice to do” projects that probably won’t get done until higher priority projects have been completed; or until someone, or some situation, makes the project more urgent or more important.

QUALITY OF OBJECTIVES AND GOALS

Goals must be both **relevant** and **important**. They must be in line with the union’s overall purpose and mission. Goals must also be challenging, but realistic. If they are challenging, they probably need not be set and will be achieved without any special effort. But people will probably ignore a goal they feel is unreachable. A goal should have about a 50/50 chance of accomplishment with a high level of effort.

The statement of the objective or goal must be both clear and precise, and must include:

- A description of **what** is to be done.
- The **quality of achievement** expected.
- **Who** is assigned responsibility for completion.
- **When** the objective should be completed.

EXECUTIVE BOARD INVOLVEMENT

The executive board is involved in defining the chapter's mission, setting realistic goals and determining priorities. The chapter president is generally responsible for overseeing all local programs and determining the resources available to members working on a given project.

While the executive board is involved in setting the overall goals of the chapter, each officer may be responsible for implementing specific strategies to reach a goal. For example, establishment of a site representative program may be a goal for the coming year. The president may delegate this project to the vice president. The vice president is then responsible for developing and implementing a plan to meet the objective.

The best leaders delegate authority to complete projects and objectives. Why? It is physically impossible for you to do all the work, but also because the essence of unionism is group involvement in the *decisions* and the *work* of the organization.

ACCOUNTABILITY

The work of the union is important, and those who accept responsibility for doing it should be accountable for carrying out what they agreed to do. It's not useful, however to give them **full** responsibility for achieving particular goals, the president and others also have to accept **their** share of the responsibility.

Much of what the chapter attempts to accomplish involves people outside the organization, and is thus beyond its control. And it is realistic to only hold people accountable for those activities over which they have some control.

If people cannot be held fully accountable for achieving a goal, **for what can they be held accountable?**

- For **what they did**,
- For **what they did not do**, and
- For the **quality of their work**.

Questions to ask to determine whether people assigned to a project should be held accountable fall into four categories:

Planning: Is there a plan? Is it a good one? Is it realistic? Is there a work schedule? Does anyone know who is to do what?

Execution: Is the plan being followed? Are people actually doing what is supposed to be done? Have assignments and expectations been made clear to people?

Problem Solving: When problems arose, how creative and effective were the solutions? Was an effort made to seek help if it appeared to be needed?

Communications: Did the executive board or president get a copy of the plan? Were you given progress reports? Were you made aware of problems in a timely manner so you could help solve them before the project was put in jeopardy?

GOAL MODIFICATION

Goals are meant to be challenging, and some will not be fully achieved. It's true that even uncompleted goals, pursued vigorously, provide direction and a sense of purpose to the union's activities. As a project develops, circumstances may call for a reevaluation of the original goal. The goal may need to be modified, or in extreme situations, the project may have to be abandoned. Reevaluation of the original goal or project includes an assessment of the continuing need for the project, the degree of support for the project and cost effectiveness (time, money and other resources).

PARTICIPATION

CSEA chapter leaders must provide for considerable participation in decision making, and constitutional provisions and policies are developed to ensure that this happens. This does not mean that every decision on every project has to be voted on by members at a chapter meeting. CSEA members have given chapter officers the authority to make certain decisions. But how do chapter leaders decide **what level of participation and by whom is appropriate for a given situation?**

Those involved in or affected by the decision should have a say in it. Better decisions will most likely be made by those who are the most knowledgeable about the subject. Wide participation builds better relationships, and helps motivate people to carry out the plans they helped develop.

But goals and objectives developed and acted upon by various groups sometimes conflict with one another, and all projects must be balanced with the chapter's overall goals and resources. For this reason, the chapter president and executive board must review all goals and plans for consistency with the programs of the chapter as a whole.

Strategies (Plans)

HOW WE GOT HERE

After identifying the chapter's mission (why it exists) and where it wants to go (objectives), strategies must be developed for how to "get from here to there."

BRAINSTORMING

Using creative thinking, that is the process of conceiving new ideas and rearranging old ideas in a new way, and critical thinking to evaluate these ideas, defines the steps necessary to carry out a plan or strategy.

During a creative thinking session, the more ideas that arise and the wilder the ideas, the more successful the session will be. **Therefore, no criticism is allowed.** Without creative thinking, we constantly repeat ourselves and end up addressing the project with old and time-weary methods.

Brainstorming methods might include “mind-mapping” or “story-boarding.” “Mind-mapping” is simply a process of recording ideas in short words or phrases, without regard to organization or feasibility. Evaluating the ideas for feasibility and organizing into a plan (“outlining”) occurs only after all possible ideas have been recorded. “Story-boarding” is a similar process in that all ideas are recorded. However, single ideas are recorded on post-its and then rearranged into categories prior to evaluation for feasibility. After all ideas are exhausted, the critical thinking phase begins.

CRITICAL THINKING

Each idea should be scrutinized carefully and evaluated by asking:

- Will the idea work?
- Is it necessary to the goal we want to achieve?
- Is it feasible?
- Why is it up there?

If an idea doesn’t stand up to this kind of criticism, eliminate it. You now have an outline of what has to be done to complete the project or program to implement the stated goal, but you’re not done yet.

PLANNING

Any project has to be broken down into specific activities or tasks. People cannot think about, much less do, the entire project at once. You now have to schedule, coordinate and control the activities of the people working on the same project.

RESOURCES

Finally, to successfully carry out these plans, chapter leaders must identify and evaluate the money, people, time, etc. needed to implement the plan.

PROJECT REVIEW

Progress reviews are sessions where the people working on a specific project report to the chapter president or executive board regarding the progress made. The purpose of such a meeting is not to find fault or make excuses, but rather to pinpoint areas where additional help or support is needed to complete the task on schedule.

THE CHAPTER BUDGET

Establishing Priorities

The ultimate goal for every union is to provide the best representation possible for its members and units in matters relating to hours, wages and working conditions. While the goal remains constant, some objectives can

vary from year to year in the struggle to reach that goal. For example, establishment of a site representative program may be a high priority this year with extra money needed to implement the program, time for training and close monitoring by the executive board. However, in future years, the site representative program may take somewhat less time and money resulting in a lower priority while remaining a high objective.

While certain chapter programs and their associated costs, such as printing and mailing the chapter newsletter each month, are predictable, others occur on an annual or irregular basis. Each program or activity and its associated costs must be evaluated and prioritized to determine if it meets the chapter's goals and members' needs.

In Section 4 of Publication 124, *CSEA Chapter Officers*, you'll find more information on how to estimate income, expenses and develop a chapter budget.

For example, a strategy to meet the goal of improved service to members might be to have trained and functioning officers, committees, stewards and site representatives. CSEA provides officer leadership workshops, research/negotiations workshops, job steward and site representative training. Additional training is provided through regional presidents' meetings, state committees and local field offices. Needing well trained officers, stewards and site representatives then dictates a high priority of sending these officials to appropriate workshops and training seminars.

The executive board may consider many other objectives where expenses are involved such as establishment of strike funds, disaster funds, member welfare funds, member assistance programs, committee expenses, bonding, postage and stationery for the treasurer, political action fund, payment of officers' dues, and scholarship funds. All expenditures, after the primary "needs" of the chapter's functions are met, should meet some sort of criteria and priority as established by the executive board and membership.

While the chapter treasurer is the officer entrusted with custody of chapter funds, the executive board is responsible for monitoring disbursements and income and ensuring adequate audit procedures are in place and followed.

Refer to the Appendix for examples of budget items.

Chapter Income

Objectives and needs are often viewed as only the expenditure of the money. The executive board is also responsible for providing the income to meet these objectives and needs.

The chapter treasurer is the chief financial officer and advisor. Many chapters have a ways and means committee with the treasurer as the chairperson.

As the custodian of the funds and the person most knowledgeable about chapter resources, the treasurer must be consulted and included in any decisions concerning expenditures and income.

Treasurers have past records of expenditures and can give fairly accurate estimates of similar future expenditures. The treasurer will prepare the chapter's budget based upon past records, the executive board plans, and expected income.

A balanced budget or a budget that produces a surplus is always a desire, but not a necessity. Money is not an end, but the means to achieve the end. If the chapter has a nice savings account and can provide scholarships, but is not meeting the needs of its members, it is a failing chapter.

The principle income for most chapters comes from the chapter's dues and service fees. This income is calculated by multiplying the number of members/fee payers times the monthly dues/fees times 10. A chapter with 150 payers at \$1.50 for 10 months should have a budgeted income of \$2250.00 for the year.

Chapters often have additional income from interest on their money, conference donation ticket sales, raffles and other fund raisers.

See Module 1001, *Fund Raisers*, for additional suggestions on fund raising activities.

A budget is the monetary plan that reflects the chapter's priorities, objectives and goals. By using needs to set priorities in reaching the objectives, a chapter can become successful in reaching the ultimate goal of the best service for its members and units.

CHAPTER MEETINGS

Building the Agenda

The chapter's constitution usually contains an adopted "Order of Business" for all regular chapter meetings. When the president and executive board meet to form an agenda for a chapter meeting, this "Order of Business" should be used as the structure to ensure the reports and items of business are placed in their proper place on the **agenda**. For example, a report from each officer is customary. But often, a chapter's order of business includes the treasurer's report, but no provision for reports by other chapter officers. If your established "Order of Business" doesn't accommodate many regular business items, it's time for a change!

Keep these principles in mind when constructing an agenda:

- The best interests of CSEA, the chapter and members are of the greatest importance. Vital information, business and actions, should not be forgotten or put off.
- A clear agenda listing topics and intended actions encourages attendance and provides for an orderly meeting.

- Agenda items are considered one at a time and each is disposed of by the members before the next item is taken up.
- All members have equal rights and are to be accorded those rights in the meeting in accordance with parliamentary procedure.

It isn't enough that each officer and committee take care of the business assigned to them. Everyone's efforts must be combined to give meaning and direction to the organization. Leaving all the power to one person to form the agenda, and thereby determine the direction of the chapter, diminishes the abilities of the others to contribute to everyone's best interest.

The simple placing of an item on the agenda may involve pre-planning by many people to be able to answer the questions raised at the chapter meeting. Proper answers give members information needed to make the decisions.

For example, the entertainment committee suggests an agenda item for the "New Business" section for the next chapter meeting, "The Annual Classified Employee Week Picnic in May."

Questions that might arise could include:

- What is the purpose of the picnic? For members to get to know each other? To celebrate our contribution to education and other public services? To honor retirees? Increase interest in CSEA?
- How will it be financed? Is it in the budget? Should there be a charge? What about guests? Is there a charge or deposit for the picnic area?
- Should we invite special guests — the area director, the regional representative, the labor relations representative?

As you can see, there could be several agenda items concerning the picnic that involve all the officers and their areas of responsibilities, and perhaps many of the chapter's committees. The idea may blossom to involve other chapters and the state association. From the executive board discussion, some clear cut agenda items can be developed for the members' consideration.

An agenda is simply an "order of business" placed in a formal and informative structure. It is not a "sacred cow" and can be temporarily changed by vote of the members through parliamentary procedure at the meeting, or by changing the constitution and bylaws if permanent changes are desired.

Remember, an "order of business" is not an agenda, but all agendas must follow the "Order of Business" called for in your constitution.

The agenda should fully disclose information vital to the members and the chapter. It should report the actions taken by the officers, officials and committees. It must provide for member input, control, action and approval.

Refer to the Appendix for a sample "Order of Business." Module 108, *Chapter Secretary*, contains a sample chapter meeting agenda.

Plan Ahead

When developing the agenda, remember to provide for motions to accept and/or approve the treasurer's report, pay the bills, accept and file various reports and ratify actions taken on behalf of the chapter. Your constitution may call for other items to be placed on your agenda.

Whenever possible, express motions as a positive statement. This increases understanding of the motion and the vote taken on the motion. Is there anything more frustrating and confusing than to have to vote "yes" in order to take no action or to defeat the motion on the floor?

Whenever possible, backup materials should be provided with the agenda or at least be available at the chapter meeting. How can the members vote intelligently on the treasurer's report or motion to pay bills without the information?

The executive board should review the chapter and state association planning calendars, unadopted minutes of the previous meeting, the chapter's constitution and bulletins from the state association when establishing the agenda. Take note of dates and deadlines for required chapter actions. The chapter's contract(s) should be reviewed to ensure the bargaining committee is planning well ahead for reopeners and new contracts.

When the agenda has been established, it must, in accordance with Article III, Section 7, of CSEA's Constitution go out with the meeting notice to all members to allow them reasonable opportunity to prepare to attend. The unadopted minutes of the previous meeting, if not previously sent out, should also be furnished at this time.

Section 610.4 of the *Policy Handbook* outlines special requirements for contract ratification meetings.

Officer Responsibilities

In addition to the specific responsibilities of individual officers at chapter meetings, executive board members must be well informed about the items and issues on the agenda and able to effectively communicate information to the membership. Debate among executive board members on the merits of any agenda item, individual opinions, and any disagreement should take place at the executive board meeting — not during the general chapter meeting.

Most chapter constitutions require all officers to attend every chapter meeting. If you are unable to attend a meeting, call the president or secretary for a report on any actions taken. And be sure to follow up on any actions you're required to take.

CHAPTER FILES

Filing Systems

Unfortunately, in many chapters there is **no** filing system. Many chapters literally work out of cardboard boxes and car trunks. As a result, vital information and records are often lost or unavailable **when they are needed**. Even those chapters which maintain a semblance of a filing system often have no plan for transferring information or disposing of inactive records. Remember, some materials have only immediate value; others are needed for one to five years; and still others (such as your chapter charter, chapter minutes and negotiations notes) have a permanent value and **should never be destroyed**.

The president, or executive board, should decide who will receive chapter mail, route it to appropriate officers and committee members, and file each item. In some chapters, the chapter secretary receives, routes, and files all mail. But in others, duties may be split between the chapter secretary and a corresponding secretary. Or the chapter president may receive the mail, but then direct it to the secretary for routing and filing.

Regardless of the distribution system within your chapter, each bulletin, document and piece of correspondence should be evaluated by asking:

1) What purpose does this serve? 2) How long should it be kept to serve that purpose? If the items are carefully analyzed and in some manner coded as to retention time before being filed, you should be able to eliminate the various collections of outdated material.

Equipment

To organize chapter files, the chapter should invest in several three ring binders, a file cabinet and file folders. If the chapter can't afford a metal file cabinet, heavy duty cardboard file boxes are available at a reasonable price.

What to Keep

Much of the information about state association policies and programs is contained in "headquarters bulletins." Bulletins are identified as "General Information Bulletins" (GIB's) or departmental bulletins such as Field Operations, Insurance, Resolutions, Legislative, etc. Bulletins are numbered consecutively during the calendar year and tell when the bulletin is obsolete.

Headquarters bulletins are generally received by the chapter president or secretary. The bulletin distribution list specifies who received the bulletin and who is required to take action. The action to take and any deadlines are outlined in the text of the bulletin. But for information purposes, headquarters bulletins should also be routed to members of the executive board.

Although CSEA bulletins are not necessarily permanent and new bulletins specify when older bulletins are obsolete, it is suggested bulletins be kept for two years. Before destroying bulletins you assume to be outdated, review them and if of continuing value, transfer to the appropriate file folder or binder.

Other material, documents, correspondence, handbooks, modules, pamphlets, etc. should be filed in folders or three-ring binders and maintained in one location after routing to the proper individuals in the chapter.

Filing Categories

The following categories should provide the beginning of a good basic filing system:

- Alert System
- Arbitration Awards
- Chapter Charter
- Chapter Constitution and Standing Rules
- Chapter Meetings (Agendas, Minutes, Treasurer Reports)
- Committee Reports
- Community Services
- Correspondence (Internal CSEA)
- Correspondence (External)
- CSEA Member Benefits Information
- Education and Training Modules
- Employee Assistance Program (Procedures, reports, etc.)
- Employer Board Minutes, Policy, Rules/Regulations
- Executive Board (Minutes, etc.)
- Grievances/Complaints
- Insurance Plans
- Member Assistance Program (Procedures, reports, etc.)
- Membership List
- Negotiation Notes (by year and/or contract)
- Notices and Flyers
- Officer Rosters and Reports
- PERB Decisions
- Personnel Commission Minutes and Rules/Regulations
- Political Action
- Retirement (PERS)
- Social Events
- Unit Contracts

Grievances/complaints may be filed separately either by the secretary or chapter officer responsible for monitoring grievance activity.

Permanent Records

All notes and documents relating to bargaining unit recognition and certification, unit modification, or decertification activity are permanent records and should *never* be destroyed. All notes and documents relating to negotiations and grievances are also permanent records and should *never* be destroyed.

SECTION 4

Leadership

LEADERSHIP STYLES AND MEMBER NEEDS

LEADERSHIP FUNCTIONS

PERSONEL STRENGTHS AND CHARACTERISTICS

OUR “TRUE COLORS”

LEADERSHIP

LEADERSHIP STYLES AND MEMBER NEEDS

A simple definition of a “leader” might be anyone who has influence on the people around them, or more specifically, the person who has the most influence on the activities of the group he/she is a member of.

This concept, however, is deceptively simple. Leadership is a two-way street. Leaders influence the group and the group, in turn, influences the activity of the leadership. This interaction between the leadership and the group is especially strong in democratic institutions like CSEA where the members have a great degree of control over the decision-making process by electing their leaders and voting on issues.

LEADERSHIP FUNCTIONS

The executive board has many functions which are performed at different times as the atmosphere of the group and the circumstances change. The more of the following functions the executive board performs, and the better they are performed, the more leadership quality is possessed:

- **Direct:** Direct group members to carry out activities that will accomplish the objectives of the organization.
- **Plan:** The executive board and individual officers plan long- and short-range steps and methods to achieve group goals.
- **Administer Goals:** This is another coordinating function. The executive board communicates the group goals and administers policy consistent with them.
- **Be the Experts:** The individual officers function as a source of readily usable skills and knowledge needed to achieve the goals of the organization.
- **Represent the Group:** The executive board is the spokesperson for the group. It is the channel through which communication flows from the group and also into it.
- **Control Internal Relations:** To a certain degree, the executive board influences the structure of the group by determining who and what has the greatest influence on the decisions they make.
- **Arbitrate and Mediate:** The executive board may act as a judge or conciliator of conflicts between the members.
- **Be an Example:** The executive board assumes the role of model for the group giving a concrete example of the proper way to act. The board’s dedication to the goals, enthusiasm for work, and the success of the organization, greatly influences the behavior of individual members.

- **Symbolize the Group:** At times, the executive board acts as a symbol of group unity and purpose. As goals and activities change, group cohesiveness remains constant because the unifying factor is the executive board.

The functions of leadership are what leaders do and it is one way of defining what leadership is. But how leaders act, their “leadership style,” is greatly influenced by personalities — the leaders’ personalities and those of the group and individuals they represent.

PERSONAL STRENGTHS AND CHARACTERISTICS

Recognizing and acknowledging differences and similarities among CSEA members is part of the leadership development process. Equally important is identifying and successfully responding to the needs, attitudes, preferences, motives and desires that make us feel good about ourselves. Only by understanding our own internal motives, attitudes and beliefs, can we hope to understand those of others.

OUR “TRUE COLORS”

Developed by Don Lowry of Communication Companies International, the “True Colors” method of describing personality characteristics uses four basic colors to represent four distinct perspectives and personalities. These personalities or character types are:

- **Orange:** Active, adventuresome, skillful, daring, impetuous and spontaneous describes the “orange” person. The “orange” leader is a natural problem solver, responding quickly in a crisis and, with the ability to see opportunities, is an excellent negotiator. The “orange” personality welcomes change, is a risk-taker and thrives on action.
- **Gold:** Considered organized, traditional, responsible, practical, dependable, and loyal, the “gold” leader values accountability, structure, and organization. Often, the “gold” personality is the catalyst for pulling a plan together and attending to a myriad of details.
- **Blue:** “True blue” describes this compassionate, empathic, devoted, and warm, personality. The “blue” leader values harmony and personal relationships and stimulates cooperation.
- **Green:** New ideas, knowledge, and creative solutions to problems all motivate the “green” personality. The “green” leader’s strength lies in his/her ability to analyze all aspects of a problem and devise creative solutions — often the “second” right answer.

While we each possess traits identified with each “color,” we are predominantly characterized by one “color.” For example, the “green” leader’s greatest contribution may be his/her analytical nature, while the “orange” leader functions best as a “troubleshooter,” responding quickly and efficiently in a crisis. The “blue” leader is truly people-centered, working to encourage and develop the full potential of everyone in the group. And the leader with a “gold” character provides stability, organization and planning skills.

Just as we recognize and value our own strengths and skills, we must also learn to recognize and value those characteristics in CSEA members. For each personality type responds somewhat differently in the same circumstances. The “green” CSEA member may prefer to work independently on a project and needs to know the overall theory behind a task, whereas the “gold” member works best in a clearly defined structure needing definite rules and directions as a guidepost. The “blue” member can be counted on to help out members in need, and enjoys the opportunity to work with a group. But when you need immediate action and someone willing to take a risk, the “orange” person will likely respond.

Each personality type may be represented on your chapter executive board, or there may be a predominance of one “color.” But in either case, a distinct “personality” of the board usually emerges and will influence interaction within the board and with the membership.

It is difficult, and often frustrating, for CSEA leaders to balance the competing needs, desires and goals of individuals, groups and classifications within the local chapter. However, it is a balance which must be attained if the members collectively, through CSEA, are to reach the common goal of a fair salary, better job security, good working conditions, and dignity on the job.

SECTION 5

The State Association

GOVERNANCE DOCUMENTS

CSEA STRUCTURE

THE STATE ASSOCIATION

GOVERNANCE DOCUMENTS

State Constitution and Bylaws

Although CSEA chapters have considerable discretion in managing their affairs, the state *Constitution and Bylaws* requires that chapter constitutions, rules and policies not conflict with those of the state association.

State Policy Handbook

The *Policy Handbook* follows the Association's articles of incorporation, *Constitution and Bylaws*, and standing rules in order of authority and rank. It contains many of the day to day instructions of how the Association operates.

The handbook is updated as policies are adopted or amended by the board of directors. These changes are distributed to chapters via a "General Information Bulletin." The bulletin gives instructions for updating the chapter's copy of the *Policy Handbook*.

Chapter Constitution Guideline

CSEA's *Chapter Constitution Guideline* is modeled after the state *Constitution and Bylaws* and identifies provisions required by the Association's constitution. Discretionary provisions are clearly stated as are suggestions for alternative language.

CSEA STRUCTURE

Annual Conference

Delegates to the Annual Conference adopt the Association's annual budget, and act on resolutions which modify or amend the *Constitution and Bylaws*, change policy, and determine the direction of the Association for the coming year. While the state board of directors, not unlike the chapter executive board, has interim authority to govern the Association, actions to affect or change the constitution can only be taken by member delegates at the Annual Conference.

CONFERENCE RESOLUTIONS

The Association's programs and priorities are established by resolutions submitted by individual chapters, or the board of directors, and acted upon by delegates to the Annual Conference.

While a chapter submitting a resolution may fully understand its intent, it may be difficult to put the subject matter into proper resolution format. If requested by a chapter, headquarters staff will help prepare the resolution and return it to the chapter for proper action. Such requests are to be directed to the Assistant to the Executive Director in the Executive Office. All pertinent information regarding the subject and intent of the resolution must be submitted with the request.

Staff **will not** evaluate the proposed resolution. The chapter's expressed intent will simply be put in the proper form for conference action. The resolution draft is then returned to the chapter for action by the chapter membership prior to submission to the state secretary.

Chapters choosing to prepare their own resolutions for submission should use the following general guidelines:

- Deal with only one issue in a resolution, unless issues are so interdependent that they must be handled together.
- If proposing amendments to the *Constitution and Bylaws*, **do** quote the current language and “line through” language you propose to delete and “underscore” language you propose to add.
- Use no more words than necessary for absolute clarity.
- A resolution should consist of two sections: A “Whereas” section and a “Resolved” section.

Resolutions submitted by chapters must first be approved by a majority vote of the chapter membership. A copy of the minutes of the meeting at which approved, signed by the chapter president and secretary, must accompany the resolution.

You'll find a sample resolution in the Appendix. Article V, Section 6, of the *Association Bylaws* lists the deadlines and other requirements for submission of resolutions.

The CSEA Political Structure

Organized along geographic and political jurisdictional lines, CSEA's member structure provides assistance to local chapters and leaders through the regional representative, area director, standing committee representatives and the statewide officers — the president, vice presidents, secretary, and junior past president.

While each of these political subdivisions serves a unique purpose, the individuals holding these offices or committee positions are available to assist local chapters in their area of expertise or to communicate member needs to the board of directors.

Staff Structure

Organized along departmental lines, CSEA's staff employees handle day-to-day administrative affairs of the organization and deliver representational and other services to members. Staff assistance is available by calling the local field office or state headquarters.

Module 203, *CSEA Structure-The State Association*, contains a detailed description of CSEA's member and staff structure.

SECTION 6

Resources

CSEA PEOPLE

TRAINING

SUPPLIES AND MATERIALS

RESOURCES

CSEA PEOPLE

Association Officers and Committees

State association committee members and officers such as the area directors and regional representatives are a valuable resource for local chapter officers. Area committee members are available to answer questions and provide information about committee services and functions. Regional representatives coordinate activities among chapters within their region and provide assistance on association policies and programs. Your area director is your representative on the state board of directors and a source of information about Association activities.

CSEA Chapters — Networking With Your Peers

Often the best resource you have is your counterpart in another chapter. These officers have a wealth of experience and knowledge you can draw on. For example, your labor relations representative mentioned that the chapter “next door” just resolved a grievance on assignment of overtime and a chapter in the next region successfully negotiated full agency shop. Although the labor relations representative can help you contact officers in these chapters, regional presidents’ meetings, workshops and training seminars all provide an ongoing opportunity for you to “network” with your peers and learn about common problems and creative solutions.

The chapter president and/or secretary has a copy of the CSEA *State and Chapter Directory* which lists state officers, state committee members, regional representatives, staff departments, and contains an alphabetical and numerical index of chapters. Each chapter is identified by region, area and field office assignment. To contact an officer in another chapter, just locate the chapter in the index. Your regional representative can provide information on chapters within the region and the field office can obtain officer information for chapters outside your region.

Staff Assistance

Labor relations representatives are assigned to chapters within a geographic area and provide a full range of representational services. They are involved in negotiations, contract enforcement, organizing, administrative hearings and training. Your assigned labor relations representative is your first staff source of information on CSEA programs, services and assistance on representational matters.

TRAINING

Training is available for chapter officers and members in many subjects through workshops and CSEA publications. Some of the regular training programs offered by CSEA are:

- Leadership development seminars held in January or February for chapter officers.
- Annual research/negotiations seminars — offered by the Research/Negotiations Committee in February, March or April.
- Job steward and site representative training conducted by local labor relations representatives.
- Standing committees offer periodic workshops on subjects such as insurance and retirement.
- Monthly regional presidents' meetings — the labor relations representative and regional representative may conduct brief training sessions on issues such as union and employee rights, technical training for chapter officers, or political action.
- Benefit Fairs conducted by the Member Benefits Department provide up-to-the minute information on off-the-job benefits and services.

CSEA maintains a library of training videos which may be checked out through your labor relations representative. A number of CSEA publications (“modules”) are available on subjects ranging from officer duties to negotiation strategies and tactics.

SUPPLIES AND MATERIALS

Contact your labor relations representative to order materials such as insurance brochures, extra posters, modules and videos. Promotional items such as mugs, T-shirts and jackets are available through the Accounting Department at CSEA headquarters in San Jose.

See the chapter president or chapter secretary for order forms for chapter supplies, CSEA products and modules.

SECTION 7

Appendix

RATING CHAPTER EXECUTIVE BOARD EFFECTIVENESS

- Do you have an active executive board responding to the needs of the members?
- Do you send all necessary communications to members and non-members? In a timely way?
- Do you have active site representatives who post information and meeting notices on bulletin boards? Do you publish and distribute an informative newsletter to bargaining unit members regularly?
- Are you represented at all employer meetings, including board and personnel commission meetings?
- Are your officers well informed and know CSEA's structure and services and how to use them?
- Do leaders attend CSEA workshops, regional presidents' meetings and Conference?
- Do you have an on-going membership drive?
- Do you have active training programs at the chapter level to improve officer effectiveness and to develop new CSEA leaders?
- Do you have active trained job stewards protecting your contracts and unit members?
- Do you have an active negotiating committee for each bargaining unit working the year around?
- Are your chapter meetings useful and informative for the members who attend? Do they start and end on time? Is the agenda followed?
- Do you delegate work (and authority) to chapter committees and individual members?
- Do you have chapter projects, social events and fund raising activities that involve members and spark enthusiasm?
- Does your community know who CSEA and its members are? What CSEA is? Do you contact the local newspaper, radio and television stations for publicity about CSEA activities and issues?

SAMPLE BUDGET ITEMS

Training Expenses:

- Elected officer attendance at Leadership Development Workshop
 - 5 lunches @ \$9.00 each. \$ 45.00
 - Mileage, 100 miles @ .325 \$ 32.50
- Regional presidents' meetings, 10 per year
 - Mileage, 30 miles @ .325 x 10 \$ 97.50
- Research/Negotiations Workshop for bargaining committee, 5 members
 - Mileage, 50 miles @ .325 \$ 16.25
- Site representative training by chapter and labor relations representative, two sessions
 - Refreshments for 24 site representatives x 2 meetings \$ 30.00
 - File box for supplies, 24 @ \$6.00 each. \$144.00

Annual Activities:

- Conference attendance — 3 delegates
 - Registration, 3 delegates @ \$30.00 each. \$ 90.00
 - Housing \$400.00
 - Transportation \$150.00
 - Food, tips, miscellaneous \$300.00
- Chapter meetings — 10 per year
 - Refreshments, coffee, tea & cookies @ \$15.00 x 10 \$150.00

Other Expenses:

- Officer/member reimbursement:
 - Miscellaneous meetings by president during the year, estimated 500 miles @ .325 \$162.50
 - Miscellaneous travel expenses for other officers during the year, estimated 500 miles @ .325 \$162.50
 - Reimbursement of telephone expense, elected officers and stewards \$ 50.00
- Secretary's supplies
 - Stationery and envelopes \$ 20.00
 - Paper for notices and agendas \$ 25.00
 - Stamps \$100.00
 - File box for records \$ 12.75
 - Copy service \$ 20.00
 - Miscellaneous supplies \$ 15.00
- Officer supplies
 - President, 3 binders @ \$7.00 each \$ 21.00
 - Negotiations Committee Chairperson, 3 binders @ \$7.00 each \$ 21.00

SAMPLE ORDER OF BUSINESS

- 1.** Pledge of Allegiance
- 2.** Approval of minutes of previous meeting
- 3.** Report of Executive Board Actions (note: minutes of the previous executive board may be read; however, the minutes are not subject to approval by the chapter)
- 4.** Communications
- 5.** Treasurer's report
- 6.** Committee reports
 - a. Report of the membership committee and recognition of new members
 - b. Report of the negotiating committee
 - c. Job Steward/Site Representative reports
 - d. Reports of other committees as required
- 7.** Unfinished business.
- 8.** New business.
- 9.** Good of the order.
- 10.** Adjournment.

GUIDELINES FOR PREPARING A RESOLUTION
—AND—
SAMPLE RESOLUTION FORMAT

WHEREAS, these “whereas” clauses of the resolution generally state the **reasons why** you want the delegates to take action, and/or outline the problem you feel needs to be addressed, and

WHEREAS, each of these clauses must be a complete sentence, capable of standing alone—in other words, one clause should not be dependent on another to complete a statement of fact, and

WHEREAS, these clauses should also be true and factual statements to the best of your knowledge, and

WHEREAS, this is really where you try to “sell” the delegates on why they should approve your proposed action, and

WHEREAS, you may have as many or as few “whereas” clauses as you choose, but you should at least “make your point,” and

WHEREAS, you **must not** deal with more than one issue in a single resolution, unless the issues are so interdependent that they absolutely must be handled together, and

WHEREAS, if proposing amendments to the Constitution or Bylaws, **you must** in the “RESOLVED” clause quote any existing language you are proposing to amend, and “line through” (~~line through~~) language to be deleted and “underline” language to be added;

BE IT THEREFORE RESOLVED: This is the section of the resolution where you state the specific action that you want the delegates to take—such as: “That the Association be directed to take appropriate action to actively oppose any further Social Security program benefit reductions.” Once again, this section must be in the form of a complete sentence, able to stand alone. It also cannot be dependent on any of the “whereas” clauses to give it meaning. This is because this section actually constitutes the MOTION which will be before the delegates for action—the “BE IT THEREFORE RESOLVED” is synonymous with “I MOVE.”

Your resolution must show date of approval by your membership and the signatures of the President and Secretary.

Approved for submission to the 19__ Annual Conference
by (Chapter name & no.) (the Retiree Unit Executive Board)
at its meeting of _____, 19____.

(signature)
(Chapter President) (Retiree Unit Chairperson)

(signature)
(Chapter) (Retiree Unit) Secretary

Note: A copy of the Minutes of the (Chapter) (Retiree Unit Executive Board) Meeting at which the resolution was approved, **also signed by both the (Chapter President) (Retiree Unit Chairperson) and Secretary, MUST be attached to the resolution when it is submitted to the State Secretary.**

