

SportAssist Activity Booklet

Committee Rule



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Workshop Objectives

- ✓ To provide the tools to form a committee and run an effective meeting.
- ✓ To develop an understanding of the purpose and role of committees
- ✓ To develop an understanding of the qualities and skills required by specific committee members
- ✓ To develop an understanding of meeting formats and protocol

SportAssist Activity Booklet

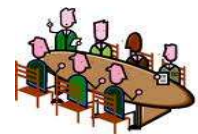
Committee Rule



Activity 1 - Committees- An Overview

- (i) Working with other group members, discuss a selected topic from the list below and record your answers on flipchart paper, prior to reporting back to the larger group.
 - (a) What is a committee - define it.
 - (b) The role(s) of a committee.
 - (c) Identify examples of committee members. Highlight those that are crucial to committee rule.
 - (d) Identify what might be expected of committee members in their collective role.

Notes





(ii) In your groups complete the tasks (a) & (b) below relating to the motivation for becoming a committee member. Record your answers on flipchart paper, prior to reporting back to the larger group.

(a) Identify reasons why people might wish to become a member of a committee and rank these in order of relevance to the organisation.

<u>Reasons</u>	<u>Rank</u>



(b) Are there any reasons that would be considered inappropriate and why?

Notes





Activity 2 - "Committee Roles, Members' Personal Attributes and Job Descriptions"

(i) Working as part of a group identify the *role descriptions* and *ideal personal attributes* to each of the selected committee roles (treasurer, secretary, chair).



Treasurer

Role descriptions

Ideal personal attributes



Chairperson/President

Role descriptions

Ideal personal attributes

<i>Role descriptions</i>	<i>Ideal personal attributes</i>



Secretary

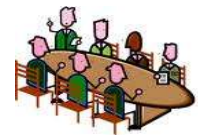
Role descriptions

Ideal personal attributes



- (ii) Consult the position descriptions pro forma for **Chair/President**, **Treasurer**, **Secretary** and in groups discuss;
- how your organisation might benefit from having position descriptions.
 - how the individual in the specified role might benefit from having a position description.
 - whether there are any disadvantages of having specific position descriptions.
 - whether you have the most appropriate people in the key positions.

Notes





Activity 3 "Forming a Committee"

(a) In groups brainstorm the process of forming a committee, identifying any useful recruitment strategies to get the job done.

Notes

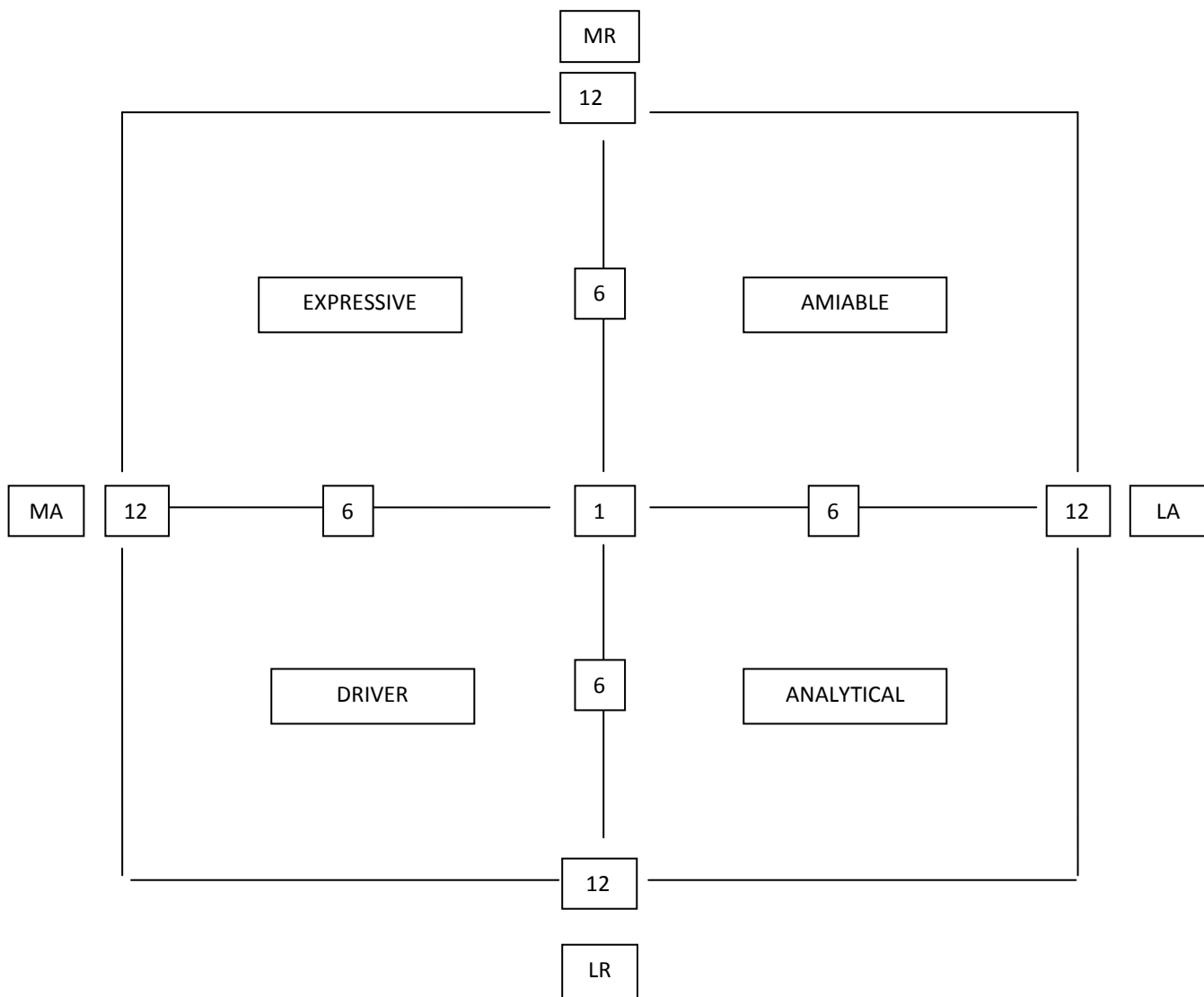




Right People Mix

(b) Have you got a good balance of the right people on your committee? Complete either the *Behavioural Matrix Questionnaire* (pages 12-16) or the *"Team Profile Analysis"* (pages 16-17) to identify your behavioural characteristics and compare the results to others on your committee. (You may wish to repeat this activity at your next committee meeting).

Behavioural Preferences Matrix





Reference: Behavioural Styles derived from *'People Styles at Work: Making Bad Relationships Good and Good Relationships Better'* Robert Bolton and Dorothy Grover Bolton (Ridge Associates 1996)



Behavioural Preferences Questionnaire

Instructions

- Please work through all FOUR columns of the questionnaire, placing a tick,  in one of the boxes on each line.
- Please add up the number of ticks in each column and record your score for each of the FOUR columns in the totals sections.
- On the **Behavioural Preferences Matrix (previous page)** please plot your score for each section on the appropriate middle line, using a cross ;
- **MR**-More responsive
- **LR**- Less responsive
- **MA**-More analytical
- **LA**-Less analytical
- Join up the crosses to form a box. The section with the largest box illustrates your behavioural preference, based on your responses to the questionnaire.

	More Responsive	Less Responsive	
	Gesture frequently	Gesture infrequently	
	Move more freely	Move more rigidly	
	Have more facial expressiveness	Have less facial expressiveness	
	More playful	Less playful	
	Dress less formally	Dress more formally	
	Freer and less guarded in expression of feelings	More guarded in expression of feelings	
	Focus more on feelings	Focus more on facts	
	More people than task orientated	More task than people orientated	
	More interested in small talk anecdotes and jokes	Less interested in small talk anecdotes and jokes	
	Allow feelings to influence decisions more than facts	Make decisions based more on facts than emotions	
	Demonstrate less structure in use of time	Demonstrate more discipline in use of time	
	Supervise in a more personal manner	Supervise in a more disciplined manner	
	Total	Total	

	More Assertive	Less Assertive	
	Move more rapidly	Move more slowly and deliberately	
	Speak more quickly, intensely, loudly	Speak more slowly and softly	
	Sit upright/forward	Lean back	
	More emphatic when stating opinions, making requests	More tentative when stating opinions, making requests	
	More confrontational	Less confrontational	
	Take the interpersonal initiative	Let others take the interpersonal initiative	
	Tell oriented	Ask oriented	
	Decide more quickly	Decide less quickly	
	Take more risks	Take less risks	
	Exert more pressure for decisions	Exert less pressure for decisions	
	More eye contact	Less eye contact	
	More demanding	More accepting	
	Total	Total	

Interpretation of your Results -The Four Behavioural Preferences (Characteristics)

Expressives integrate a high level of assertiveness with much emotional expression. Expressives tend to look at the big picture, often take fresh novel approaches to problems and are willing to take risks in order to seize opportunities and realise their dreams. Their love of fun, use of humour and spontaneous ways often lift morale of their co-workers. The Expressives’ ability to charm persuade, excite and inspire people with a vision of the future can be a strong and motivating force. Expressives tend to decide and act quickly.

- Focus-** Vision
 Opportunity
 Passion

Drivers blend a high level of emotional self control with a high degree of assertiveness. They are task-orientated people who know where they are going and what they want. They



get to the point quickly and express themselves succinctly. Drivers are typically pragmatic, decisive, results orientated, objective and competitive. They are usually independent, willing to take sound risks and valued for their ability to get things done.

Focus- Results
Action
Speed

Amiables combine higher than average responsiveness with comparatively low levels of assertiveness. They tend to be sympathetic to the needs of others and are often quite sensitive to what lies below the surface behaviour of another person. Of all social styles, Amiables are most likely to use empathy and understanding in interpersonal problem solving. The Amiables' trust in other people may bring out the best in their customers, friends and workers.

Focus – Feelings
Harmony
Relationships

Analyticals combine a high level of emotional self control with a low level of assertiveness. Analyticals tend to take a precise, deliberate and sympathetic approach to their work. They usually gather and evaluate much data before acting. Analyticals are generally industrious, objective and well organised workers.

Focus- Details
Logic
Facts

Each of the above behavioural preferences are useful depending on the situation that you find yourself in.

Expressive –Presenting a vision for the organisation

Amiable –Helping a staff member who is upset or concerned

Driver –Achieving goals and deadlines

Analytical-Analysing a budget over run

It is an important skill for a leader to recognise the situation that you are in and choose a style that suits the situation or job role. This is called developing secondary preferences.



(c) Consider when it is beneficial to have an **Expressive**, a **Driver**, an **Amiable** and an **Analyst** in the process of committee rule.

An example in committee rule when an '**Expressive**' would be useful.

An example in committee rule when a '**Driver**' would be useful.

An example in committee rule when an '**Amiable**' would be useful.

An example in committee rule when an '**Analyst**' would be useful.

Notes

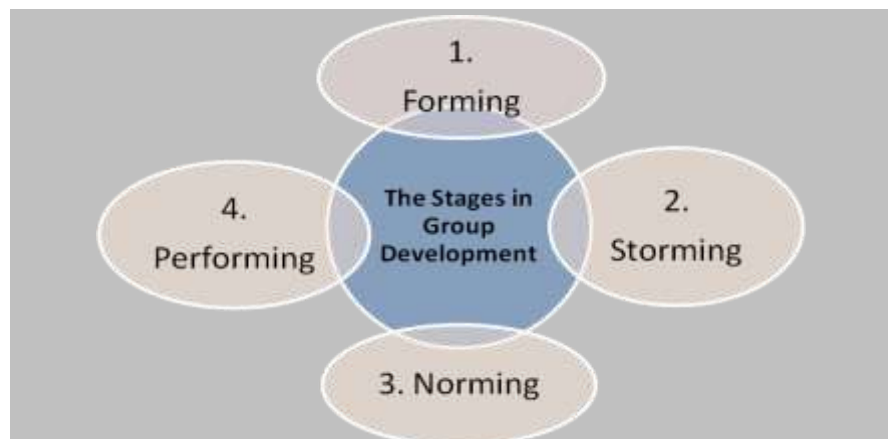


(e) Stages in Group Formation & Group Growth (Bruce Tuckman, 1965; 4 Stage Model of Group Development.)

Tuckman's theory is central to the task of managing and developing a team. In this theory he developed a four stage model as follows;

Key

1. **Forming:** The group comes together and gets to initially know one other and form as a group.
2. **Storming:** A chaotic vying for leadership and trialling of group processes
3. **Norming:** Eventually agreement is reached on how the group operates
4. **Performing:** The group practices its craft and becomes effective in meeting



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- (i) Refer to the diagram, *Stages in Group Formation & Group Growth*, and reflect on where your committee is currently, giving reasons for your answer.

Notes





(ii) What does your committee need to do, to either continue working at the level identified above, or to move on to the next level in the *Stages in Group Formation & Group Growth* diagram?

Notes



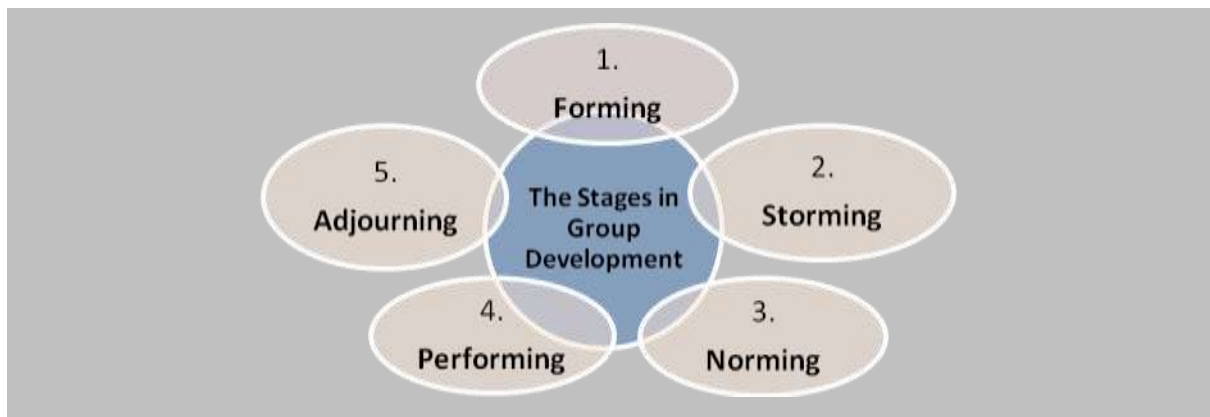
Tuckman's fifth stage in the group process - Adjourning

Bruce Tuckman refined his theory around 1975 and added a fifth stage to the Forming Storming Norming and Performing model - he called it **Adjourning**, which is also referred to as **Deforming** and **Mourning**. The adjourning stage views the group from a perspective beyond the purpose of the first four stages and is certainly very relevant to the people in the group and their well-being, but not to the main task of managing and developing a team, which is clearly central to the original four stages.

Adjourning - stage 5

Tuckman's fifth stage is the break-up of the group, hopefully when the task is completed successfully and everyone can move on to new things, feeling good about what's been achieved. However it could also be applied to a group member moving on. From an organisational perspective, recognition of and sensitivity to people's

vulnerabilities in Tuckman's fifth stage is helpful, particularly if members of the group have been closely bonded and feel a sense of insecurity or threat from this change.



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(iii) In groups discuss some of the issues that might arise when a member leaves the committee and some of the actions that might need to be taken in order to keep the committee on task.

Notes



- (iv) It is often a good idea to have a '*club officers' handbook*' as a base document for your organisation. In your groups discuss what might be included in a 'club officers' handbook' and how your organisation might benefit from having such a document. Please record your ideas on the flipchart paper provided.

Notes



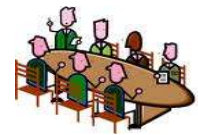


Task 4 - Committee Meetings, Terms of Reference, Tools and Rules of Debate & Procedure

Meetings are an important and integral part of committee rule though they are only as effective as those who are running them.

- (a) In groups discuss and identify why meetings are such an important part of committee rule.

Notes



- (b) Discuss what makes an effective meeting.



Meetings-Terms of reference

(c) Quiz

Terms of Reference in Meetings

How familiar are you with the terminology?

Total – 13 points

Question-Terms of Reference	Answer
1. A section in a meeting, where problems or questions which refer to items in the minutes of the previous meeting can be discussed.	
2. A legal document outlining the standing orders of the organisation	
3. A decision that is made following a motion.	
4. The term used to describe the number of members that are required to be present before any decisions can be made at a meeting.	
5. A written record of discussions and outcomes from the meeting.	

<p>6. A proposal or suggestion put to a committee at a meeting .</p>	
<p>7. Underlying attitudes/beliefs that people bring to a meeting () Agenda.</p>	
<p>8. A list of items to be discussed at a meeting.</p>	
<p>9. Describe the meaning of an amendment and when it would be used.</p>	
<p>10. What is meant by a 'proxy vote'?</p>	
<p>11. What is meant by the term 'point of order'?</p>	
<p>12. What is meant by the term' in committee''?</p>	

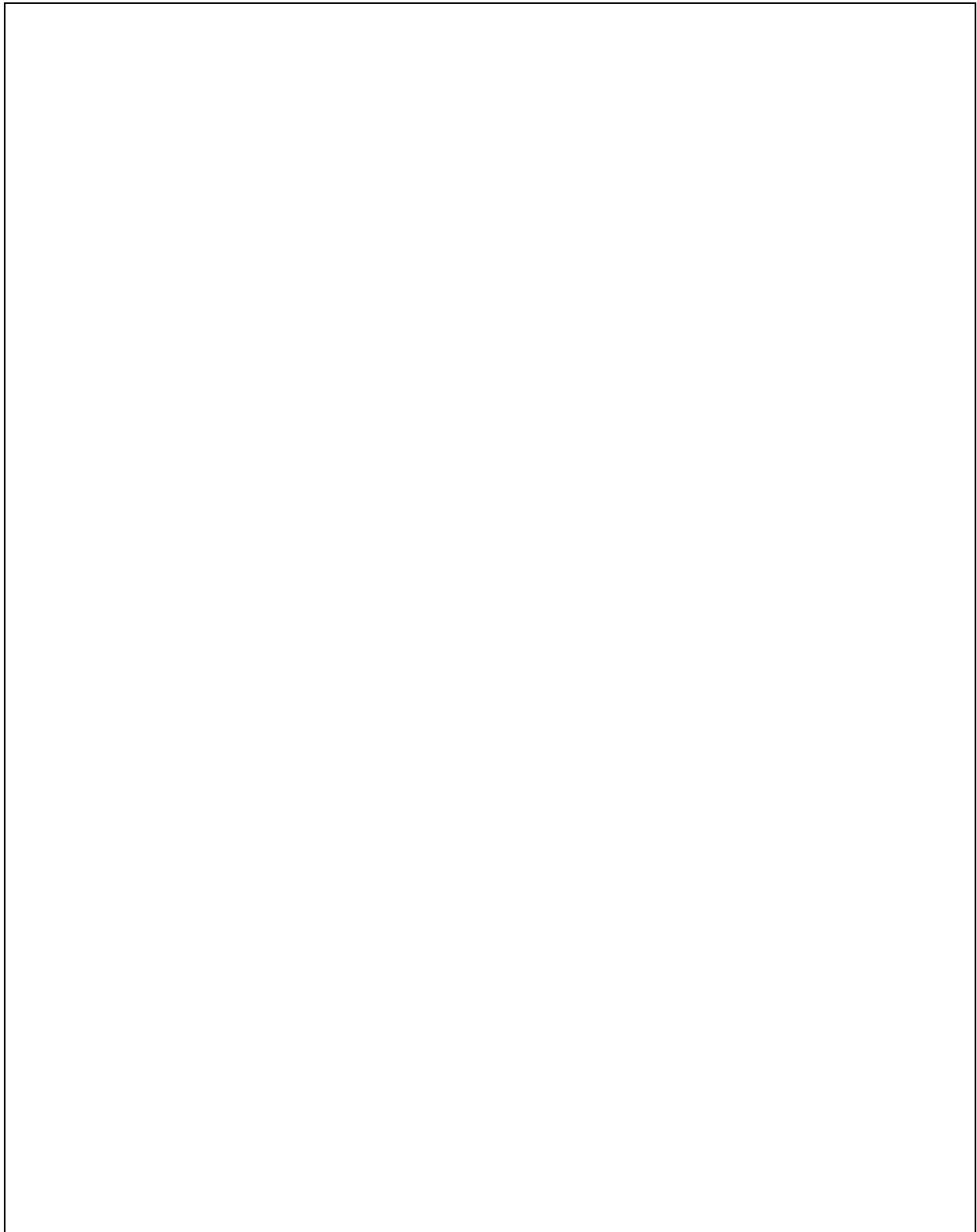


(d) Types of Meetings

Informal Meetings, General/Business Meetings, Annual General Meeting (AGM), In Committee. Are you aware of the differences? Identify the key differences

Notes







(e) Agendas

- (i) Agendas differ in composition, depending upon the type of meeting that has been arranged. Match the agenda description to **ONE** of the following types of meetings;

Informal, General/Business Meetings, Annual General Meeting (AGM), In Committee. (NB The agendas for Business Meetings and AGM have been scrambled so that they are not in the correct order of how business is conducted)

Meeting Type	Agenda Description
	<ul style="list-style-type: none"> • Any group can hold a meeting. • More relaxed atmosphere. • A facilitator and ground rules outlined. • Keep records of main points and decisions • Consensus decision making often used. • Agenda developed at the start. • Agenda items prioritised with a time frame.
	<ul style="list-style-type: none"> • Correspondence. • Financial and other reports. • General business. • Apologies. • Minutes of last meeting. • Matters arising from those minutes.
	<ul style="list-style-type: none"> • Correspondence • Treasurer and Committee reports • Election of officers • General business • Close of meeting • Welcome and introductions • Apologies and roll call • Confirmation of minutes • President report



(ii) Working as part of a group produce a draft of either an *AGM* or a general business meeting for your organisation. You are advised to use the information in the previous task as a guide.

Notes





(f) The responsibilities of the *Chair/President* and the *Secretary* **before meetings** are specific. Read the given descriptions and decide the responsibilities that apply to the **Chair/President** and those that apply to a **Secretary**.

The following tasks are the responsibility of the

- Know the purpose of the meeting
- Come prepared
- Allocate time so the important items get the fullest attention
- Check that all those entitled to attend the meeting have a chance to do so
- Think about possible conflicts & how to deal with them
- Do ground work on subjects or topics that are expected to be considered

The following tasks are the responsibility of the

- Maintain the minute book
- Action correspondence and telephone contacts
- Prepare the agenda for club/group meetings
- Send adequate notice of the meetings
- Collect and collate reports from office bearers
- Call for and service nominations for committees and other positions for the club/group AGM
- Circulate minutes and agenda to members before next meeting
- Make arrangements including venue, date, times and hospitality for club meetings



(g) The responsibilities of the Chair/President and the Secretary **during meetings** are very specific. Read the given descriptions and decide the responsibilities that apply to the **Chair/President** and those that apply to a **Secretary**.

The following tasks are the responsibility of the

- Taking the minutes
- Maintaining the minute book
- Action correspondence and telephone contacts
- Arrange meeting agenda (with chair)
- Circulate minutes and agenda to members before next meeting

The following tasks are the responsibility of the

- Make sure the meeting has been properly called and there is a quorum.
- Start the meeting on time, keep on time.
- Outline the purpose.
- Encourage participation.
- Control discussion.
- Safeguard the rights of members by ensuring proper observance of the rules.
- Help the meeting make decisions.
- Make arrangements to translate decisions into action.

- Maintain a spirit of democracy and solidarity.



"Meeting Tools"

(h) There are several **tools** that can be used during a meeting to get ideas or concerns in to the open. Look through the list and discuss the advantages of each tool in so far as running a committee meeting is concerned.

Meeting Tools	Description	Advantages
Claim Time	Time is set aside for short (2-5 mins) personal issues. Any longer than 10mins should be added to the agenda and scheduled early on in the meeting.	
Brainstorming/ Mind mapping	Members call out their ideas and they are then written on a large sheet of paper or white board. When complete, the facilitator then summarises the main ideas or patterns and these can be looked at more closely.	
Rounds	Allow each person to state their thoughts/feelings on an issue.	
Small group work	Two to six members can tackle specific tasks then feed ideas back to the reassembled meeting.	



(i) Rules of Debate

If there are any issues that require further discussion, there is a formal process that is generally followed. This process is known as '**rules of debate**' (refer to page 19 in your *Committee Rule Resource booklet* for further details).

❖ Role Play Exercise-Rules of Debate

- ✓ Form a committee of 3. Decide who will be the **Chair** and select 2 others to make up the Committee, one of whom should be prepared to be the **secretary**. The rest of the group will make up the meeting 'floor'.
- ✓ **Members** should get together and identify a **motion**. This should be put to the **Chair** using the phrase "**I move the motion that...**". At the same time others should be primed to speak about what is proposed.
- ✓ The **secretary** should be writing the motion down as it is moved (proposed) and should note who moved the motion
- ✓ The **Chair** should ask for somebody to '**second the motion**'
- ✓ A **member** from the floor should then **second the motion**.
- ✓ The **secretary** should note who seconded the motion
- ✓ The **Chair** invites the person who 'moved the motion' to speak on it and s/he has the right to reply before the motion is put to the vote. The **secretary** should minute the discussions.
- ✓ In between the **Chair** should invite others to speak on the motion before it is put to the vote. **Only ONE speech PER person is allowed**. The **secretary** should minute the discussions.
- ✓ The **Chair** invites members to vote on the motion once the discussions are complete. The **Chair** does not vote at this stage.
- ✓ The votes are counted and noted. The **Chair** will decide if 'the motion is carried', based upon the democratic vote. The **secretary** will record the results of the vote and record if the motion was carried.
- ✓ If the motion is not carried then no further debate will be afforded to it and the meeting will address other business matters.



(j) In groups discuss and identify what the following meeting terminology means and when you would use it;

- Amendment
- Proxy vote
- Point of Order
- Points of Explanation
- Challenge to the chair

Notes:



Committee Rule



Take Part in a Meeting

- As part of group take part in a meeting to discuss the organisation of a one day primary school sports competition or similar event.
- Decide on the role you will undertake. Create an agenda and take the minutes.

Agenda

Date:

Location :

Time:.....

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

Appendices

1. Position Descriptions

- **Club Secretary**
- **Treasurer**
- **Chair/President**

2. Terms of Reference Crossword

3. Action Minutes-Template

4. Answers to terms of reference quiz and crossword

5. Useful contacts



CLUB SECRETARY POSITION DESCRIPTION

POSITION DATA

Title: CLUB SECRETARY
Organisation:*Club name here*
Reports to: PRESIDENT & COMMITTEE

Functional Relationships

President	Treasurer	Marketing & Promotions
Manager		
Executive Committee	Caretaker	

POSITION SUMMARY

The Secretary is the chief administration officer of the _____ club/group. This person provides the coordinating link between members, the management committee and outside agencies.

The roles and responsibilities of the Secretary vary greatly from club to club and secretaries will tell you that their duties often expand beyond what is normally expected of the Secretary.

The Secretary is directly responsible to the President of _____ and the members of _____.

DUTIES

- Prepare the agenda for club/group meetings in consultation with the Chairperson
- Make arrangements including venue, date, times and hospitality for club meetings
- Send adequate notice of the meetings
- Collect and collate reports from office bearers
- Call for and service nominations for committees and other positions for the club/group AGM
- Take the minutes of meetings
- Write up the minutes as soon as possible after the meeting
- Read, reply and file correspondence promptly
- Collate and arrange for the printing of the annual report



- Maintain registers of members' names and addresses, life members and sponsors
- Maintain files of legal documents such as constitutions, leases and titles
- Act as the public officer of your club/group liaising with members of the public, affiliated bodies and government agencies
- With Associations – process transfer applications; enter teams in competitions; represent your club/group at Association meetings; obtain Association sanction for club/group events; communicate information between Association and club/group members, such as event deadlines
- Other tasks: handle bookings and entries; supervise uniforms; respond to general duties as directed by the club/group committee

KNOWLEDGE AND SKILLS REQUIRED

- Can communicate effectively
- Is well organised and can delegate tasks
- Can maintain confidentiality on relevant matters
- Has a good working knowledge of the constitution
-

ESTIMATED TIME COMMITMENT REQUIRED

The estimated commitment required as the Secretary of _____ is _____ hours per week.

The Secretary is appointed for a _____ term.

The time commitment required as the Secretary of a club/group varies greatly from club/group to club/group. Smaller clubs may require a Secretary to spend only a half hour to an hour per week or larger clubs, two to three hours per week on Secretarial duties.



PRESIDENT / CHAIRPERSON POSITION DESCRIPTION

POSITION DATA

Title: PRESIDENT / CHAIRPERSON
Organisation:*Club name here*
Reports to: CLUB MEMBERS

Functional Relationships

Treasurer
Executive Committee Caretaker

POSITION SUMMARY

The President is the principle leader of the _____ club/group and has overall responsibility for the _____ club's/group's administration.

The President is elected by the _____ members and is responsible for representing the views of the _____ members.

The President sets the overall annual committee agenda (consistent with views of members), helps the committee prioritise its goals and then keeps the committee on track by working within that overall framework. At the operational level, the major function of the President is to facilitate effective committee meetings.

DUTIES

- Manage committee and/or executive meetings
- Manage the Annual General Meeting
- Represent the club/group at local, regional, state and national levels
- Act as a facilitator for club/group activities
- Ensure the planning and budgeting for the future is carried out in accordance with the wishes of the members

KNOWLEDGE AND SKILLS REQUIRED

- Can communicate effectively



- Is well informed of all organisation activities
- Is aware of the future directions and plans of members

- Has a good working knowledge of the constitution, rules and the duties of all office holders and subcommittees
- Is a supportive leader for all organisations members

ESTIMATED TIME COMMITMENT REQUIRED

The estimated commitment required as the President/Chairperson of _____
is _____ hours per week.

The President is appointed for a _____ term.

The time commitment as the President/Chairperson of a club/group varies greatly from club/group to club/group. Smaller clubs may require a President to spend only a half hour to an hour per week, or larger clubs, two to three hours per on week on Presidential duties.



TREASURER POSITION DESCRIPTION

POSITION DATA

Title: TREASURER
Organisation:*Club name here*
Reports to: PRESIDENT & COMMITTEE

Functional Relationships

President Secretary
Executive Committee Caretaker

POSITION SUMMARY

The Treasurer is the chief financial management officer of the _____ club/group. The Treasurer is directly responsible to the President of _____ and members of _____.

The Treasurer may chair the Finance Committee at larger clubs/groups or associations.

DUTIES

- Prepare a budget and monitor it carefully
- Keep the club's books up-to-date
- Keep a proper record of all payments and monies received
- Make sure financial reports are available and understood at all committee meetings
- Show evidence that money received is banked and documentation provided for all money paid out
- Ensure that information for an audit is prepared each year
- Arrange the audit
- Give treasurer's report at regular meetings and when required
- Produce an annual financial report
- Send out accounts
- Pay the bills



KNOWLEDGE AND SKILLS REQUIRED

- Well organised
- Able to allocate regular time periods to maintain the books
- Able to keep good records

- Able to work in a logical orderly manner
- Aware of information, which is needed to be kept for the annual audit

ESTIMATED TIME COMMITMENT REQUIRED

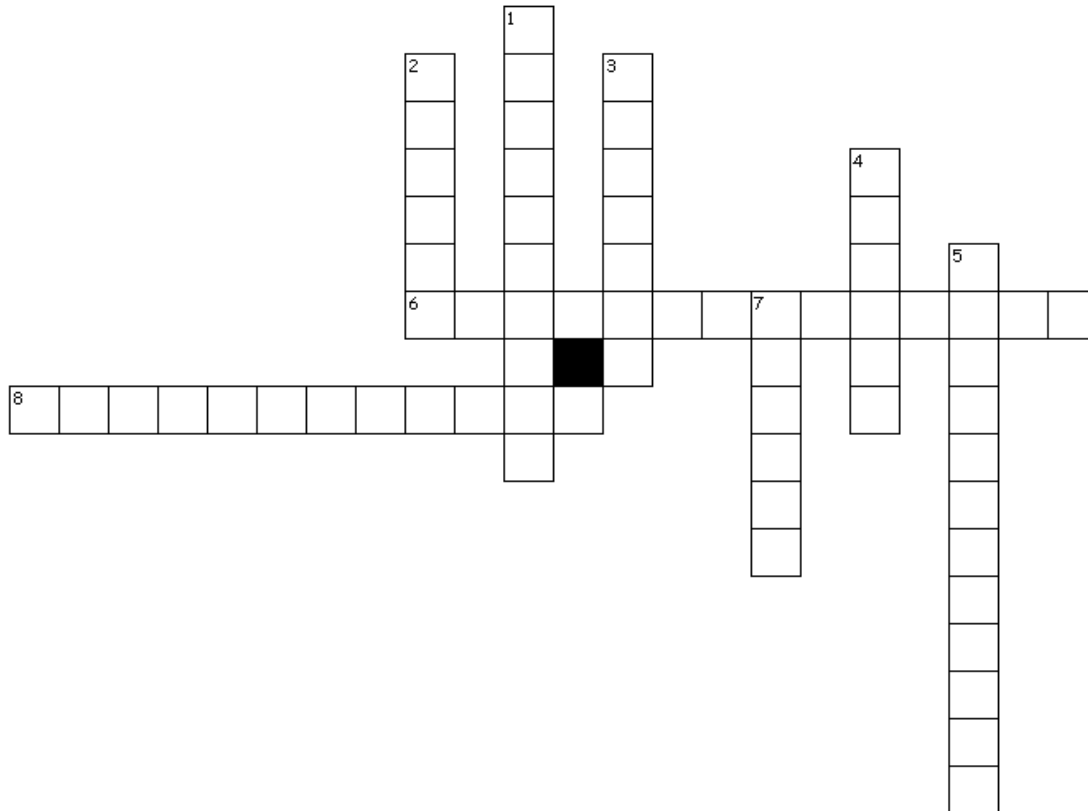
The estimated commitment required as the Treasurer of _____ is _____ hours per week.

The Treasurer is appointed for a _____ term.

The time commitment required as the Treasurer of a club/group varies greatly from club/group to club/group. Smaller clubs may require a Treasurer to spend only a half hour to an hour per week or larger clubs, two to three hours per week on Treasurer's duties.

Committee Meetings-Terms of Reference

Can you solve the crossword puzzle? Work in groups to identify **terms of reference** commonly associated with meetings.



Across

- 6. A section in a meeting, where problems or questions which refer to items in the minutes of the previous meeting can be discussed (7,7)
- 8. A legal document outlining the standing orders of the organisation (12)

Down

- 1. A decision made following a motion
- 2. The number of members required to be present to validate any decisions made (6)
- 3. A written record of discussions and outcomes from the meeting (7)
- 4. A proposal or suggestion put to the committee (6)
- 5. Underlying values, beliefs and attitudes that people bring to a meeting (6,6)
- 7. A list of items to be discussed (6)



Organisation Details & Logo

(Example of Action Minutes)

MINUTES

Date:

Time:

Location:

Present

Apologies:

No	Summary	Action	By	Time-frame	Done ✓ ☒
1	<u>Matters Arising from Previous Meeting</u>				

No	Summary	Action	By	Time-frame	Done ✓ ☒
2	<u>(Named New Agenda Items)</u>				
3	<u>Any Other Business</u>				

Meeting ended :

Date & Time of Next Meeting:

Meetings - Terms of Reference



Answers to Quiz

1. Matters Arising;
2. Constitution;
3. Resolution;
4. Quorum;
5. Minutes;
6. Motion;
7. Hidden Agenda;
8. Agenda;
9. Changes that are made to the wording of a motion with the approval of a the meeting, without radically changing the intention (*amendment*)
10. Absent members may ask someone else to vote on their behalf (*proxy vote*)
11. If a member` thinks the rules are not being followed correctly they may say” point of order Mr/Mrs Chair
12. Occasionally discussions are held that are private or sensitive . Someone needs to *’move that the meeting go into committee’*. This must be proposed, seconded and moved by the chair who declares the meeting in committee. The whole or part of the meeting can be in committee. Once deliberations are complete, the Chair reports that the meeting is resumed and the discussions made in committee must be reported back to the meeting in the form of recommendations that can be accepted or rejected by the meeting (*In Committee*).



Answers to Crossword

- Across (6) Matters Arising; (8) Constitution
Down (1) Resolution; (2) Quorum (3) Minutes; (4) Motion. (5) Hidden Agenda; (7) Agenda



Useful Resources

For further help and support please contact Sport Tasman's, Sports Development Team;

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Chris Morris (Advisor-Sport Development; Marlborough)

03 577 8855

chris.m@sporttasman.org.nz

Useful Websites

www.sparc.org.nz/en-nz/communities-and-clubs/Toolkit-for-Clubs/

www.tasmanregionalsports.org.nz

www.mindtools.com/commskill/runningmeetings.htm