

Kin Canada

Club President's
Manual

Revised 2007

Kin Canada

Club President's Manual

Forward	6
Planning Your Year	7
Critical Path	8
Assigning Priorities	11
Delegation	12
 Meetings	
Preparing an Agenda	13
Life Memberships	13
Special Guest	13
Dignitaries from Community	14
National President's Official Tours	14
Head Table Seating	14
Toasts	14
Conducting a Meeting	15
General	15
Executive	15
Procedure	16
• Objective of a Meeting	16
• Quorum	16
• Agenda	16
• Minutes	16
• Address to the Chair	16
• Motions	17
• Speaking to a Motion	17
• Amendments	17
• Number of Amendments	17
• Notice of Motion	17
• Withdrawal of Motions	17
• Tabling Motions	18
• Questions	18
• Interruption of Speaker	18
• The Point of Order	18
• Question of Privilege	18
• Closing Debate	18
• Voting on Motions and Amendments	18
• Deciding Vote	19
• Similar Motions	19
• Reconsideration of a Motion	19
• Exception to Reconsideration	19
• Order of Business	19
• Proceed to Next Order of Business	19
• Committee of the Whole	19
 Club Administration	
Club Administration	20
Executive Duties.....	20
• Club Executive	21
• Recommended Committees	21
• Optional Committees	21
Kinship/Fellowship	21
• Fellowship – The Basis of Kinship	21
• Fellowship Ideas	22
• Sports.....	23
• Interclub Relations	23
Club Elections	23
Life Memberships	24
• Granting a Life Membership	24
• Checklist	24
Club Finances	25
• Service and General Accounts	25
• Expenditures	25
• Defalcation of Club Funds	26
Publicity	27
• What is public relations	27

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- Understanding today's media 27
- How to communicate effectively with your media 28
- How to write a media release 28
- How to develop the right photo 28
- How to produce your PSA 29
- How to prepare a media kit 29
- Public relations ideas 29
- Trouble Shooting Guide to Club Problems 31

Kin Education

- History and Kin Education 36**
 - The Association and You 36
 - Founder Hal Rogers 36
 - History of Kinsmen 37
 - History of Kinettes 38
 - Brief Kinsmen Summary 39
 - Brief Kinette Summary 40
 - Kin Traditions 40
 - Club Meeting Opening Ceremonies 40
 - Kin Song 40
 - Kinsmen Song..... 41
 - Kinette Song 41
 - Kinmen Grace 41
 - Kinette Grace 41
 - Kin Grace 41
 - The Names Kinsmen and Kinettes 42
 - Sergeant-at-arms 42
 - O Canada 42
 - Kin Crest 42
 - History 42
 - Structure of the Association 43
 - The Kin Family 43
 - Membership Fees 44

Executive Duties

- Executive Members and their Duties 45**
 - Membership Director 45
 - Past President 46
 - Vice President(s) 46
 - Secretary 46
 - Minutes 46
 - Correspondence 47
 - Treasurer 47
 - Registrar 49
 - Bulletin Editor 49
 - Notes on Producing a Club Bulletin 49
 - Service Director 51
 - Personal Development/Awards Director 51
 - Club Risk Manager 51
 - Responsibilities..... 52
 - Helpful Hints..... 52
- Committee Operations 54**
 - Responsibilities 54
 - Organization 54
 - Management, Administration and Personnel 55
 - Committee Selection 55
 - Committee Direction 55
 - Meetings 55
 - Reports 55
 - Committees 55
 - Membership 55
 - Education 56
 - Projects 60
 - Committee Operations 60
 - Procedure 61
 - Leading Discussions 61
 - Scheduling 62
 - Socials 62
 - Nominations 63

Responsibilities

- Responsibilities to Zone, District and National 64**
 - Service and Information 64

• To Your Club	64
• To Your Zone and District	64
• To Your National Association	64
The Club Year	65
• Club Meetings	65
• Fundraising Projects	65
• Social Activities	65
Education	65
Incorporation	66
• Provincial Incorporation Offices.....	67
Object and Aims	68
• Responsibility to the Public	68
• Community Service	68
Insurance	69
• Comprehensive Liability Insurance Resume	69
Director's and Officer's Insurance	72
• Director's & Officer's Liability Insurance Resume	72
Major Emphasis	74
National Service Project	74
• Cystic Fibrosis	74
Services from National	75
• National Disaster Fund	75
• Kin Canada Bursary Program	75
Introduction.....	75
Purpose	75
Spokesperson	75
Assistance	75
Who is Eligible?	76
The Club's Role	76
Donations	76
Recognition Program	76
Application Forms – Distribution	76
Club Selection Committee	76
Club Selection Process	77
Evaluating Applications	77
Club Endorsement	77
Club Checklist	77
National Selection of Bursary Recipients	78
Notification	78
In the Spirit of Giving	78
What is Planned Giving?	78
What are the Benefits?	78
• KIN Magazine	79
• Kin Canada Foundation	79
• Kin Sales	79
• National Programs	80
• Trouble Shooting Guide to National HQ	81
Conventions	81
Club Officer Seminars	81
Fall Leadership Conferences	81
Spring Zone Meetings	82
District Conventions	82
National Convention	82
Membership	
Membership	84
The Membership Communications Network	84
Classes of Membership	85
Membership Budget	85
Membership Recruitment Techniques	86
Initiation	87
• Sample Initiation Ceremony	87
Skills	
Skills Handbook	89
Self Motivation	89
• The Definite Dozen	89
Time Management	90
• Ten Timely Tips	90
Speaking	91
• Effective Public Speaking	91
Listening	92

• Attention	92
• Interest	92
• Motivation	92
• Listening Ladder	92
Writing	92
• Winning Ways with Writing	93
Goal Setting	93
• Five Standards of Goal Setting	94
Decision Making	94
• The Decisiveness Habit	95
Delegating	95
Recognition	96
• Recognition Recommendations	96
Evaluation	96
• Eight Ingredients of an Effective Evaluation	97
Coaching	97
• Six Critical Steps to Coaching	98
Meeting Skills	98
• Chair	98
• Agenda	99
• Decision Making Process	99
• Managing the Discussions	99
• The Facilities	100
• Rules of Order	100
Leadership	101
• Five Qualities of Leadership	101

Awards

National Awards Program	102
-------------------------------	-----

Appendix

Club President's Resources

Community Needs Assessment Form	3
Club Project Assessment Form	4
Executive Meeting Agenda	5
General Meeting Agenda	6
Motion Blanks and Amendment Forms	8
Club Project Report Form	9
Outstanding Master Club Award	10
Kin Acronym List	11

Club Treasurer's Resources

Club Treasurer's Guide	12
Canadian Gaming Authorities List	17
Sample General Account Budget	18
Bank Reconciliation and General Account Cheque Requisition Payment Authorization Forms	19
Statement of Receipts and Disbursements	20
Cheque Requisition Form	21

Event Planning Resources

Founder's Night Organization Information	22
Life Membership Night Planning Guide	24

Kin Canada Protocol Guide

Protocol Guide Checklists	58
---------------------------------	----

Kin Canada Structure and Headquarters Information

Kin Headquarters Staff Directory & Job Descriptions Overview Kin Canada Organization Structure Chart	63
---	----

Club Risk Manager's Resources

Risk Management General Information	64
Incident Report Form	69
Refusal of Medical Care Form	71
Release and Waiver of Liability	72
Waiver of Liability	74

Club Membership Director's Handbook

Crisis Management Manual

Kin Canada Bursary Program (KCBP)

Club Guidelines for Evaluating Applications (09/06).....	96
Bursary Evaluation Form (09/06)	97
Bursary – Club Checklist (09/2006)	98
Bursary - Sample club acknowledgment letter to applicant ..	99
Bursary - 30-Second Radio Public Service Announcement ...	100

Club President's Manual Evaluation Form

.....	101
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Forward

Congratulations...you are now president. What now?

There may be many reasons why you chose this position. For the next 12 months you are the leader and deep inside you want to do a good job.

Over the years, this manual has taken on many forms. It has ranged from a collection of releases to an hour-by-hour guideline of your year. What former club presidents claimed they had needed most was a reference manual categorizing information and situations occurring in their presidential year. They needed a quick guide to the presidential year. Something that could be totally read in a day and used, when needed, all year long.

This presidential guide can only tell you so much. There are certain things that should happen in each club to be part of the Association, but each club has unique features that you have to either know or research. Past presidents should help you with this information. A good hint is, get more than one past president to provide input. You don't want just one view of what has happened and is important in your club.

Remember, your deputy governor is also a resource and can provide information when you need it, especially on zone, district and national policies for any given year. Finally, your National Headquarters' staff is always ready and willing to answer any questions you may have.

Good luck. This could easily be the best year of your life.

Planning Your Year

Whether you are the type who uses charts, diagrams and computers or the back of cigarette packages, planning your year as president is essential.

Kinsmen and Kinettes have numerous general meetings and executive meetings, any number of committees to form, plus special events to run in the next 12 months. You must admit, some planning is required to ensure these are executed successfully.

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

Try to get a mix of new and older members to chair your committees. An older member might surprise you with renewed enthusiasm, where a new member might show you skills that nobody knew were there.

Try to fill all the committee chairs at the beginning of the year, even if the project is late in the year. This allows the chair to organize his or her project at his or her own speed. Advise the chair of last year projects not to completely fill out their committee so that new members, as they join your club, will be able to be placed on a committee to get involved.

Next you should look at your executive. They have been elected to positions in which they may lack experience. For example, if the newly elected treasurer has never done books or banking, you may want to have the treasurer meet with a previous efficient club treasurer to go over your club's methods. There is reference material available for all executive positions at the club officers' seminar, in this manual and on the Kin Canada web-site at www.kincanada.ca.

Meet informally with your executive prior to the first actual executive meeting. Use this meeting to see what each has in mind for the year. Smooth over any post election resentment that may exist. Emphasize the team approach. Let them share any personal goals you might have for the year. Get everyone pulling in the same direction - "Grow. Learn. Make friends. Have fun.

If, however, you see or sense problems, act on them right away. This is where the past president or your deputy governor might be able to help. Iron out any executive problems as early as possible. This is your team and you will need its support all year long.

You have many meetings to chair this year. With planning, each meeting can be fun and run efficiently.

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

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

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

Critical Path

July

- Club officers' seminar attended along with at least your secretary, treasurer and bulletin editor.
- Committees' and directors' portfolios planned.
- Membership assessed, who is leaving, or transferring.
- Think about treating membership growth as a service project. Your zone officer or district membership director will help develop a recruitment plan for your club.
- Chairs selected:
Membership _____
Personal Development _____
Public Relations _____
- Executive turnover meeting held.
- Other chairs selected:
Kin Sales _____
Convention _____
Historian/Photographer _____
All others _____
- Major project chairs selected.
- Give terms of reference to all committees.
- Appoint signing officers.
- Review by-laws re: revenue and finance.
- Choose dates for all meetings and functions.
- Review and understand membership fees billing system.

August

- Arrange date for Membership Workshop with your zone officer.
- July plan reviewed and evaluated.
- Plan a "super" first meeting to motivate and enthuse your club for the year.
- Travel plans for national convention finalized.
- Executive has organized its portfolios and plans for next year.
- Order club supplies now from Kin Sales.
- File annual return with province to maintain good corporate status.
- Draft budget prepared. Must be adopted by club by at least the first meeting in October.
- New club charter chair appointed and given an area to work within.
- Agenda for general and executive meetings started.
- Complied with district and national requests.
- Year planned.
- Have budget at functions for member contributions.

September

- 1st meeting: conduct review of member needs and incorporate into club goals and objectives.
- Schedule initiation night.
- October will be fall leadership conference. Plan now to attend with as many members as possible.
- Send membership status report forms for all new members, withdrawals and transfers to National Headquarters by Sept. 15th.
- Review non-dues revenue-generating programs with your club. A little goes a long way to keep membership fees down!
- Set annual meeting date.
- Set nomination and election nights.
- Club must appoint auditor.
- Membership Recruitment or Retention Workshop presented by zone officer.
- Contact your local CF chapter about booking speakers for your meetings this year.
- Audited statement for last fiscal year to zone and district officers prior to fall leadership conference.
- Check treasurer re: membership fees.

- Present budgets for year (include amounts for convention delegates).
- Support district and national policies and initiatives.
- Contact Kin Sales to obtain the latest catalogue, or check www.kincanada.ca
- Ensure all committees are functioning.
- Comply with all requests from national and district.
- Check with bulletin editor re: distribution of bulletin.
- Ensure Club Incorporation status is up to date with provincial registries.

October

- Fall leadership conference plans set to go.
- Arrange payment of national and district membership fees.
- Ensure Membership Recruitment and/or Retention Workshop is conducted by zone officer. When completed ensure that membership director reports on the membership plan at each meeting.
- Is your club looking at external expansion? If not, give serious thought to it. Let another community share what your Kin community has.
- Submit membership status report forms (MSRFs) regularly to Kin Canada Headquarters.
- Set Founder's or Anniversary Night.
- Plan inter-club visits.
- Order Christmas items from Kin Sales.

November

- Complete and submit membership fees billing form and insurance form by Nov. 15th. These are mandatory requirements for Master Club Award.
- Ensure tailor-made membership recruitment plan is on schedule.
- Host new members' seminar.
- Order Christmas items from Kin Sales.
- Appoint a National Pride coordinator to promote Raise the Flag Day
- Comply with all requests from national and district.
- Check with registrar re: members' attendance.
- Membership status report forms sent.

December

- Ensure new members are becoming involved in awards program.
- Zone conferences are in the spring. When is yours? Plan for it now. Does your club have a candidate for deputy governor or a member who should be encouraged to seek the office? Resolutions start at zone level. Consider any resolutions you have for the good of Kin and present them.
- Organize public speaking night for your club.
- Check with treasurer re: membership fees payment.
- Inter-club visits.
- Brainstorm which area close to you should have a new Kinsmen/Kinette/Kin club.
- Review membership recruitment plan at every meeting.
- Submit membership status reports.

January

- New members' seminar.
- Review club goals – Are members' needs being met? Remember, retain means gain!
- Continue to review membership recruitment and retention plans at every meeting.
- Contact your local or regional CF chapter regarding the plans for "Great Strides for CF"
- Don't forget zone conference is coming. How are your plans?
- Are there deputy governor candidates?
- Comply with all requests from national and district.
- All committees functioning.
- Check on details for Anniversary Night.
- Discuss possibility of winning a trophy.
- Membership status report forms sent.

February

- Contact media and invite them to Founder's Night.
- Be sure that Founder's Night is appropriately celebrated. Take time to highlight the accomplishments of members and the club.
- Appoint your nomination committee for club elections.
- Submit membership status report forms.
- Discuss nominations for district.
- Halfway mark - Check on all activities, past and future.

March

- Appoint delegates to national and district conventions and budget their expenses.
- Discuss resolutions for district and national conventions.
- Potential district officers? - Nominate.
- Order material from Kin Sales for installation and turnover.
- Prepare "Raise the Flag!" Day - May

April

- This Kin year is another success story
 - Serve the Community's Greatest Need by giving the gift of Kin.
- Prepare for club elections - must be held before May 15th.
- Is your club having spring installation? If so, order Kin supplies and material NOW.
- Check on expansion and new members' drive.
- Are we in the running for trophies?
- Items to be brought up at the district convention.
- Submit membership status report forms.
- Submit District Convention Proxy form

May

- Prepare for "Great Strides"
- Hold club elections before May 15th.
- Plan Canada Day celebrations.
- Kick start your Canada Day celebrations on "Raise the Flag!" Day, the weekend prior to Victoria Day Weekend.
- Prepare your submission for the Bill Skelly Awards from the Canadian Cystic Fibrosis Foundation
- Evaluate success of membership plan. Pass on this wisdom to newly elected club officers.
- Remind your executive to start organizing material and working on year end report and recommendations for their incoming counterpart.
- Set date for change-over meeting with new executive for latter part of June and no later than the first week of July.
- Check registrar re: members' attendance.
- Submit membership status report forms.
- Arrange to attend district convention.
- Encourage president-elect of value of attending district convention and presidents'-elect instructional seminar.
- Complete details requested by district re: convention.

June

- Check preparations for Canada Day.
- Submit Annual Club Reporting Form by June 15th to NHQ.
- June 15, membership confirmation due. Review with new club president before sending to National Headquarters.
- Schedule meeting to discuss national convention resolutions.
- Get installation materials lettered.
- Wind up year with "A Year in Review". Find two achievements for each member and profile everyone. Remember, we want them back next fall.
- Elect delegate(s) to national convention.
- Assist president-elect re: appointment of new committees.

- ❑ Submit membership status report forms.
- ❑ Prepare annual report to club.
- ❑ Complete National Convention proxy form.
- ❑ Have new president plan and announce summer functions.
- ❑ Master Club Award form deadline for submission to National Headquarters - June 30.
(Note: When submitting any form to National Headquarters, please ensure all information is both legible and accurate. For example, always check the spelling of names and the accuracy of addresses and phone numbers before submitting any membership forms.)

Assigning Priorities

You will be called upon to do many different things during your year as club president. Your patience, experience, understanding and diplomacy will all be called upon by your members at different times and under varied conditions.

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

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

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

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

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

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

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

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

Delegation

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

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

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

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

Six Steps to Productive Delegating

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

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

For further insights and benefits, see Delegating in the Skills Handbook section of this manual.

Meetings

Preparing an Agenda

A typed or written agenda should be prepared in advance for executive and general meetings of your club. This will outline the basic framework for the meeting itself and provide a source of reference for later consultation. The agendas combine with the minutes of meetings to provide an ongoing club history.

The appendix contains a sample agenda that you can copy for executive and general meetings and club project reports.

Here are a few reminders when completing your agenda for those special evenings/guests during the Kin year:

Life memberships

(Forward this information to the Life Membership Committee)

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

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

- Contact the recipient's family members (not necessarily the spouse/partner) so the family can be present.
- Contact former and present Kin members who have known the recipient, particularly those well known by the recipient.
- If the recipient served on a district council, make sure members of that council are informed.
- It is appropriate to have the recipient's Kin sponsor do the first speech telling how the member became involved. This could be followed by more Kin friends reminiscing about the memories the member evokes. Make this humorous and entertaining if you can.
- For your life membership gift needs, contact Kin Sales.
- Remember, this honour won't come again for your member. A little preparation now will ensure good memories for years to come.

Special guest(s) Speaker

- Make sure the guest(s) has time on the agenda, i.e. 10 minutes to speak and 10 minutes to answer any questions. Don't arrange for other speakers or time-consuming entertainment that will make for a long meeting.
- Have a host Kinsman or Kinette responsible for making each guest feel welcome, explaining some of the club's activities and making general introductions. Never leave the guest sitting alone.
- Supply the guest(s) with complimentary refreshments and make sure his/her meal payment is made prior to the meeting.
- Request a personal biography from the guest(s) in order to make a detailed and personal introduction at the appropriate time.

Dignitaries from community

- Have a host couple for each guest couple or single guest.
- Arrange for one of the host couples to open their home for cocktails prior to the event.
- Make sure that the host couples' expenses are covered before they come.
- When the guest(s) and their host(s) arrive at the function, make sure they are seated (one guest couple and one host couple) at as many tables as possible, this will eliminate all of the guests sitting at one table.
- Introduce the guests and thank them for coming.

National president's official tours

- The governors will make the arrangements for this tour.
- Payment for travel to the district is paid from the national budget; however, all other expenses will be met and pre-arranged by the district (zone or club) entertaining the president.
- All hotel bills must be paid in advance, or the bill sent to a pre-arranged address.
- Remember that the president will be exhausted, so try to arrange a free afternoon so there will be an opportunity to rest.
- When making presentations, remember that perishable items do not travel well.
- You will know the tour dates well in advance of the tour. Save special presentations until the visit, so the president will be able to participate.
- Arrange for local press to attend the President's Tour. It's a great public relations opportunity for your club.

Head table seating

The place of honour is to the immediate right of the banquet chair and should be given to the dignitary primarily honoured on that occasion. Depending on the function, that person may be the national, district or zone officer or perhaps a very special guest speaker. The banquet chair should be to the right of the podium so the guest does not find him/herself with a wide space between him/herself and the chair. Couples may be seated side by side, but head table guests often prefer to be seated apart from their spouse/partners to provide more opportunity for conversation with other guests.

Place cards will facilitate the seating plan and avoid the confusion of who will sit where. Head table guests should be escorted to the table rather than be allowed to find their own way. It is a nice touch to line them up outside the banquet room and lead them to the table. At the very least, the banquet chair should escort the primary dignitary and spouse to the table, and assist them to find their proper places.

Space at the head table is often limited. Whenever possible, special reserved tables should be set up in front of the head table to accommodate special guests who should be introduced.

Toasts

The toast to the Association should be given by the second highest ranking Association officer present. The reply to the toast to the Association should be given by the highest-ranking officer present. The toast to the Queen, flag or country should be given by a Kinsman or Kinette.

For more information on how to prepare for a visit from someone outside your club refer to the Protocol Guide in the appendix of this manual.

Conducting a meeting

General Meetings

It is difficult to give a complete outline of a general meeting because procedures vary from club to club, zone to zone and district to district. However, traveling Kinsmen and Kinettes from coast to coast should feel able to visit your club and feel at home with at least some of the procedure. The visitor should see:

- The prominent display of both the Canadian and Association's flag
- The singing of "O Canada"
- The Association's song or the reading of the Object and Aims of the Association
- A toast to Canada, the flag or the Queen
- If a dinner meeting, the Association's grace.

A review of your agenda will serve as a check-list for what you, as president, must make sure is done. In larger clubs, a meeting committee may be used to plan all the details, but in most clubs, you the president, must ensure that the details are in place. Some of the details include:

- Is the meeting location in readiness?
- Is the meal ordered in quantities sufficient to satisfy the expected numbers?
- Is there to be a guest speaker? Has the speaker been reminded? Does the speaker have audio-visual needs? What is the projected time of the presentation? Will the speaker want to leave right after the presentation? Who will introduce the speaker and who will thank the speaker and present a gift (if appropriate)?
- Are the regalia in place?
- Is the mystery person, sergeant-at-arms, fines person chosen?
- Are printed agendas distributed?
- Is the head table planned?
- Is time allotted for fine session?
- Are there guest badges available for guest and visiting Kin?
- Has the bar been arranged?
- Have members giving reports been checked for readiness?
- Have any motions coming to the meeting been distributed either in the bulletin or with the agenda?
- Has any old or new business item(s) been submitted?
- Have you prepared any announcements or coming events information?
- Has the "after meeting fellowship" been planned and has some member been designated to do it?
- Is the goal to "*Grow. Learn. Make friends. Have fun.*" in evidence?

Executive Meetings

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

- Carefully planned agenda – Have a complete meeting agenda prepared in advance, preferably in time to be forwarded to everyone attending the meeting. Include minutes of last meeting, officers' reports, membership review, activities review, and agenda for next general meeting and old and new business review.
- Parliamentary procedure – Adherence to the basic guidelines of parliamentary procedure will help keep the meeting organized, orderly and coherent.
- Pace – Keep the meeting as short as possible.

- Participation – Have a report from every executive member. Participation stimulates unity and enthusiasm.
- Membership growth review – Monitor your membership budget/plan. Is it on target? Check on new and potential members and membership renewals. Discuss additional ideas to encourage membership growth.
- Review your year's action plan – Is it on target? Are there problem areas? Are there additional requirements?
- Prepare the general meeting agenda – Discuss business to be done and agree on individual or committee responsibilities.
- Allow for input - new ideas, beefs, help needed and help offered and any brainstorming. Ensure the opportunity to *“Grow. Learn. Make friends. Have fun.”*

Procedures of Meetings

Objective of a Meeting

The objective of holding a proper meeting is to ensure due deliberation and orderly discussion of every question. And to *“Grow. Learn. Make friends. Have fun.”*

Quorum

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

Agenda

The agenda is prepared by the president, or it may be made up by an appointee, and then edited by the president. If the president is unable to attend a meeting, then automatically the vice-president or an appointee prepares the agenda. The informal agenda is to *“Grow. Learn. Make friends. Have fun.”*

The formal agenda is the order of business for the meeting. Two things which the agenda must contain are:

- the minutes of the previous meeting, and
- new business.

Each item on the agenda must be called by the chair, so that everyone is aware of what is being discussed. Once called, it must be adhered to until it is disposed of. If a member brings up business which is out of order with the agenda the chair must ask the member to bring the subject up under “new business”.

Minutes

Minutes are usually placed first on the agenda at the discretion of the president. The chair must call for the minutes to be read by the secretary, or alternatively call for someone to move that the minutes be accepted as published only if the minutes have been published in their entirety. When it has been moved and seconded that the minutes be adopted, the chair must then ask for any errors or omissions. It is not proper procedure to raise discussion of a policy or question when attention is called to an error in the minutes. Remarks must be made only with reference to the particular error.

Address to the Chair

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

Motions

One of the basic principles of parliamentary procedure is that without a motion and question, there is no debate. There must be a defined subject before the meeting, or there can be no questions or discussion and all remarks are irrelevant. Before any question may be discussed at a meeting, it must be submitted in the form of a motion, which is moved by one member and seconded by another. (If possible, it should be submitted in writing to assure accuracy). In the appendix of this manual you will find a motion blank to use for this purpose. The motion is then debatable and may be accepted, amended, withdrawn or rejected. When a motion has been adopted, it becomes a resolution.

Speaking to a Motion

1. **Recognition by the chair:** Any member in good standing shall be permitted to speak only if and when they have been recognized by the chair, and all remarks shall be directed to the chair.
2. **Gaining recognition:** In order to gain recognition, any member wishing to be heard shall, at times when no other person recognized by the chair has the floor, stand and wait to be recognized, and such recognition shall not be withheld by the chair.
3. **Speaking for or against motion:** When speaking to a motion, a member shall, before entering upon the substance of his/her remarks, state whether they are for or against the motion.
4. **Limitations on speaking:** Any member who has spoken to a motion once shall not, without the express permission of the chair to be given or withheld at the sole discretion of the chair, speak again, except:
 - with leave of the chair in explanation of their previous remarks if misunderstood,
 - in the case of a mover or seconder only at the request of the chair to answer questions from the floor directed by the chair,
 - in the case of a mover, only who may reply closing debate upon any substantive motion after all others having had an opportunity of being heard, provided the mover specifically requests such privilege before previously yielding the floor, and further provided that prior to granting such privilege the chairman shall call for any discussion.

Amendments

Amendments to a motion may be proposed at any time during the discussion. No amendment may be entertained which has the effect of nullifying the main motion. Any amendment must be relevant to the subject matter of the motion and may amend it in only one of three ways:

- by leaving out certain words,
- by adding certain words, or
- by deleting certain words and replacing them with others.

Number of Amendments

In order that discussions move forward, no more than two amendments can be before the meeting at one time. However, as soon as one amendment has been accepted or rejected, another may be proposed; provided that its intention is different from one already defeated.

Notice of Motion

Advance notice of certain motions is sometimes required by the constitution or by-laws. In such cases, members must be advised, in writing, a prescribed number of days in advance of motions which are to be introduced. Generally, this applies in cases of important measures, such as revision of the constitution, or expenditures of large sums of money. Care should be taken to see that the notice is so phrased so that the motion may be amended by the meeting.

Withdrawal of Motions

General procedure accepts the withdrawal of a motion on the consent of the mover and seconder. Amendments must first be withdrawn in reverse order, with full consent of their sponsors. If any of these should refuse their consent, then the motion must stand.

Tabling Motions

To table a motion, or "lay on the table", is an American rule used extensively in Canada. A motion to table is not debatable and requires only a simple majority to approve. If the motion is to table only until a particular time, it is debatable as to time only. If carried, the motion in question comes up automatically at the appointed time or, if indefinite as to time, it remains tabled until such time as another motion (not debatable) "that the former motion be now reconsidered" is carried. A simple majority only is required in this case.

Questions

If a member wishes to ask a question or seeks clarification in respect of a subject then before the meeting, and may do so without interrupting another speaker, they shall, upon recognition, so state and shall not proceed further without leave of the chair; provided that in any event any such question shall be directed to the chair and shall not be used to discuss the merits of the subject then before the meeting.

Interruption of Speaker

No member shall interrupt any other member who has been recognized by the chair and has the floor, except upon recognition by the chair upon a point of order, or a question of privilege.

The Point of Order

If a member feels that improper language has been used, irrelevant argument introduced, or a rule of procedure broken, they are entitled to "rise to a point of order", interrupting the speaker. The point of order must be stated definitely and concisely. The chair shall decide without debate, although they may ask opinions. They should not argue, and should state their opinion authoritatively. Their ruling may be appealed by the member. If so, the chairman states his or her decision and the point of appeal, then puts the question (which is not debatable): "Shall the decision of the chair stand as the judgment of this meeting?" A simple majority determines the issue. This merely settles a point of procedure, and is not a vote of confidence in the chairman.

Question of Privilege

If a member feels that their own or the club's or Association's reputation or position is endangered, they are entitled to "raise a question of privilege". The procedure is the same as for a point of order.

Closing Debate

Upon a reasonable opportunity for discussion of a motion, in the opinion of the chair, and when no other person is holding the floor, a motion may be made that "the questionable now put", which motion is neither amendable or debatable; and if such motion is passed, the main motion or amendment, as the case may be, shall be forthwith voted upon without further amendment or debate.

Voting on Motions and Amendments

1. Voting on motions and amendments is in the reverse order in which they are made:
 - on the amendment to the amendment, or the second amendment,
 - on the amendment,
 - on the motion; or on the motion as amended.

NOTE: Carrying of the amendment does not carry the motion, and the motion as amended must be voted upon.

2. If a member abstains from voting it means that the member has decided to not exercise his or her right to vote. It does not indicate either a yes or nay vote on the question; but is simply "no vote". Abstentions do not affect the quorum requirements as set out in the by-laws. A quorum is required to consider a question; but all questions will be decided by a majority of those members present and voting unless otherwise provided by in the by-laws.

Deciding Vote

Normally the chairman does not vote, except in the case of a tie. The chairman generally explains his or her reason for voting the way they do; and customarily votes against a motion on the premise that, if half the members are opposed, the matter should not be forced upon them. Where voting is done by secret ballot and the chairman has already voted, they will not, in the case of a tie, have a second or casting vote, and the question will be determined in the negative.

Similar Motions

No motion or amendment which is the same or substantially similar to a previous motion or amendment voted upon by the meeting may be put to the same meeting or any subsequent session thereof.

Reconsideration of a Motion

A motion may be made to reconsider the vote on any other motion (except a motion to adjourn or to table) whether affirmative or negative, provided that such motion is made at the same meeting (including the next session of the same meeting) at which such other motion was voted upon. A simple majority is required; and the motion to reconsider is not amendable, but is debatable if the motion, the vote of which is proposed to be reconsidered, was itself debatable. If the motion to reconsider is not made at the same meeting, and if it is made at another meeting in the same year, a two-thirds majority of the members present is required.

Exception to Reconsideration

Notwithstanding the foregoing, a motion to reconsider may not be put if the motion to which it is intended to apply has already been acted upon.

Orders of Business

The orders of business shall be determined by or with the consent of the chair. The orders of business (agenda) will, preferably, be circulated and approved as the first item of business.

Proceed to Next Order of Business

A motion to proceed from the present to the next order of business is not debatable or amendable and, if carried, the present order of business shall be brought before the meeting after completion of the orders of business and before the meeting is finally adjourned.

Committee of the Whole

A meeting may resolve itself into a "committee of the whole", during which time all members present act as a committee to consider a matter of business, and the meeting, as such, is suspended during this time. The regular rules of order are not strictly applied, and the motions are limited to those which report to the meeting upon its resumption matters referred to the committee, or which resolve to revert from committee of the whole and resume the meeting.

Club Administration

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

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

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

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

Executive Duties

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

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

10. To foster a close working relationship among Kinsmen, Kinette, Kin, K- 40 and/or K-ette club(s).

The officers of a club are, at minimum, the president; immediate past president; secretary/treasurer and club risk manager. Clubs may elect other officer positions as are needed to undertake the work of the club. This produces an organization pattern roughly as follows:

Club Executive:

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

Recommended Committees

Membership
Personal Development
Public Relations

Optional Committees

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

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

Kinship/Fellowship

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

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

Fellowship—the basis of Kinship

Fellowship can be constructive or destructive.

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

Constructive fellowship binds a club and makes for a happy home life and productive work environment. Members working together on a project is constructive fellowship. Members weighing

everyone's concerns equally is constructive fellowship. Constructive fellowship should have positive consequences, not negative.

A club that has people going from table to table introducing each other, an entertainment chair setting up a movie or a game, guest speakers or good subject discussion will no doubt be a club with strong fellowship. That same club probably has a good retention rate, healthy projects and an excellent Kin attitude. Why?

The Kinsmen and Kinettes are enjoying themselves constructively. They know each other's strengths and weaknesses. They usually band together to form a strong group involved in club activities and sharing concerns.

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

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

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

Fellowship Ideas

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

8. Super star competition – You can dream up just about anything in this area. This form of meeting can really motivate a club. Have teams established to do certain events. Ensure the winners and losers are rewarded. Issue a challenge to the winning team to develop another competition to protect their championship. They get to choose the event.

Sports

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

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

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

Inter-club Relations

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

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

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

Club Elections

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

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

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

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

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

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

Life Memberships

The national by-laws are very explicit as to the granting of Life memberships. The procedure is as follows:

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

Granting a Life Membership

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

Checklist

- Formation of committee (approval received if required)
- Proposed Life member 10 years in Association (approval received if required)
- Club membership criteria met (approval received if required)
- National membership fees paid in full and club in good standing
- Kin Sales order sent with payment and details

Also see the *Life Membership Planning Guide* in the appendix of this manual. You may want to copy the *Guide* and give it to the chair of the Life membership committee.

Club Finances

Service and General Accounts

When the club treasurer gives a report, at least two accounts are mentioned - the Service Account and the General Account. Service funds are monies our clubs hold in trust for the community. This is money we raise from the community through projects. This money is to be spent on community projects such as donations, hospital equipment, or CF.

General funds come from membership fees, fines, bar, and in-house projects. One of the major sources of revenue is the 15% administrative fee which may be levied against service revenues. This levy can only be taken once and it is taken from the net profit of projects. General funds are spent on the operation of the club.

If there is ever a doubt to which account should be used, contact your zone or district treasurer for clarification.

You may want to also refer to the section on treasurer duties under the heading "Executive Members and their Duties" in this manual. Besides understanding the two accounts, members should also be aware of some simple financial facts:

- The budget is an estimate of revenue and expenditures for the Service and General accounts.
- The budget must be adopted by the club no later than the first meeting in October.
- Guest meals (guest speaker and guests of members) may be paid out of the Service Account.
- Expenditures approved in the budget do not need an additional motion unless the expenditure is greater than that in the budget.
- The club executive has the power to spend any amount of money not exceeding \$300.
- A notice of motion is required for expenditures over \$300.
- Any interest earned on monies in the Service Account is not subject to the 15% administrative levy.
- All club accounts must have at least two signing officers, one of which must be the treasurer.
- Each club must have its books audited at least once a year. The auditor can be anyone appointed by the executive except the club treasurer or any member who has signing rights on club accounts.

Financial stability is the mark of a club that operates within its budget. It should be the aim of every club to know and understand finances. Included in the appendix of this manual are sample financial forms that may help you keep track of all club transactions during the year.

Expenditures

The executive has the right to expend the sums of money approved by the club in the club general or service budgets.

In the event of a member proposing a non-budgeted expenditure request of \$300 or less, the executive has the power to approve it without going to the general membership for approval. If the executive turns down a request, the member may still go to the general membership in the form of a notice of motion.

In the event of a member proposing a non-budgeted expenditure request in excess of \$300, the member must first present the motion in the form of a notice of motion. The notice of motion and any necessary explanations must be published in the club bulletin or by special mailing to all members.

The \$300 can be varied with the approval of the club at any general or special meeting on a 2/3 majority vote of the members present at such meeting at the time the vote is taken.

Defalcation of club funds

The defalcation or stealing of club funds is something that must be taken very seriously. Though we all hope we aren't faced with this situation, it is, unfortunately, a reality that can happen.

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

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

What to do if you suspect someone has stolen club funds

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

Your club has a proud history of serving their community and, given a chance can prove that this service can continue. Refer to the Crisis Management manual found under Risk Management on the Kin Canada web-site at www.kincanada.ca

Publicity

(Copy this section for the member in charge of PR)

What is public relations?

Technically defined, public relations is the management function that evaluates public attitudes, identifies the policies and procedures of the organization, and executes a program of action to earn public understanding and acceptance.

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

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

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

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

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

Understanding today's media

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

Some thoughts to remember:

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

Be creative - Something out of the ordinary will attract the media's attention. That annual project can be newsworthy if an exciting, different PR component is built in. The only limit is your imagination.

Do it right the first time - Don't tell the media that you will provide them with dollar totals from a project and then not follow through. The next time you ask, they won't be receptive at all. If your club develops a poor reputation for following up on its commitments it will be very difficult to dispel that image.

Is it news? - Read your local paper, watch TV, and listen to the radio. Does your news item fit into the kind of story that they cover? Learn how your local media evaluates news item.

Media vs. press - The electronic media (TV and radio) do not appreciate being referred to as "press." This is an out-dated term that refers to the print media (newspapers and magazines). Ensure that the releases that you issue are news or media releases and that invitations are extended to members of the media. These might seem like minute points, but they can make the difference between your club getting its due recognition and some other organization receiving all of the attention. Your news item may be great, but effectively communicating with the media will be crucial to attaining public visibility.

How to communicate effectively with your media

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

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

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

How to develop the right photo

- Accompanying a news release or on their own, photos draw attention to your organization.
- Like news articles, photos must be interesting and evaluated according to the media "news" criteria. Is a cheque presentation photo interesting enough for your local paper? Find out.
- Photos should be digital (at least 300 dpi) or a minimum of 5x7 (print).
- Colour photos are ideal as they can be converted to greyscale easily.
- Ensure that the photos are not bent or folded when in transit.
- Identify the people in the photograph and what is happening. Type a "cutline" or caption and attach it to the back of the photo with tape
- Do not use paper clips, they can bend or scratch your photo.

- The first choice is to have a photographer attend. Let the media know of a photo opportunity, an interesting picture that will take place at your event. Maybe they will send their own photographer or camera crew.
- Ensure that you "dress" the area in Kin paraphernalia that will show up in the photo.

How to produce your Public Service Announcement

- A PSA or public service announcement is an announcement targeted for radio similar to a 20 - 30 second commercial, except that it's free.
- PSAs are excellent for announcing upcoming events, publicizing fundraising totals, or launching membership drives.
- PSAs are written in a similar format as a news/media release, the inverted pyramid style. Say the most important things first.
- Include on your PSA a date that it should be discontinued.
- How do you know if it is a good PSA? Read it to someone who knows nothing about your event. Were they interested? Were they able to absorb the details? Was it under 20 seconds? The PSA should be 60 - 70 words. A phone number, with area code, is 10 words.
- Following the completion of the event, invite a representative from the station out to your club meeting and properly thank him/her for his/her support. This will lay the ground work for future events.

How to prepare a media kit

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

Public relations ideas

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

- Sponsor a Kin Window Dressing Contest, stipulating that each entry must have Kin's logo in its display.
- Make Kin announcements at local sporting events - before, during, and after.
- Ask motels/cinemas to announce your project on their marquees.
- If there are empty billboards in your community, approach the owners about putting up Kin announcements.
- Try an unusual stunt, like a ping-pong marathon, Jell-O dive, kidnap-the mayor, etc., to draw attention to your event.
- PSAs are available on the national website. Club's can give these to a radio station and have local club information played at the end of the PSA.

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

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

More information on how to effectively deal with the media can be found in the Crisis Management Manual. There is also a Public Relations & Media Toolkit available for download at www.kincanada.ca.

Troubleshooting Guide to Club Problems

As a club president, you should be willing to exercise leadership that includes reviewing and finding solutions to club problems.

It is very important to approach this responsibility with an open mind and to be honest in your evaluations. For example, you would not be the first president to discover, as part of this process, that you are part of the problem. As we are all human, it simply goes with the territory.

As a leader, you must set aside your pride and be objective in your review of the facts. After all, you are trying your best to do a good job and some of the problems may have been around since before you took office. The fact you are reading this manual shows your commitment to excellence, as it demonstrates you are willing to look for answers.

If the cause or solution to a problem is evasive, feel free to discuss the matter with your zone leaders. After all, your success and that of your club, is important to them. It is possible that viewing the situation from a different perspective will allow them to provide new insights.

No manual can provide all the answers to problems a club may experience, however, it usually helps to look at problems in an organized fashion. It is only after the nature of a problem is understood that we can expect to find a solution. There are three basic steps to problem solving:

1. Identify: Attempt to clearly state the apparent problem or symptom as concisely as possible.
2. Qualify: Attempt to identify the real causes of the problem.
3. Rectify: Review all possible solutions, with the objective being the choice of the most effective option.

The last step, rectify, is probably most important and often neglected. Some of the finest minds in history would now be forgotten if they had not faced adversity to present their ideas. Once you have determined which solutions are appropriate, stick to your guns and see it through.

The following charts show one way a problem can be reviewed. It can help significantly to review a problem in this manner. However, it can only work if we are very concise in listing the problems and causes. Avoid generalities, such as "Club attitude is not healthy." Such a generality is impossible to address effectively, instead, concentrate on narrowing the focus. The above problem may be better stated as a number of smaller problems, such as "Members do not participate in service or fellowship."

The problems presented in the following pages are simply provided to show some possible approaches to problem solving. Remember, you cannot know it all. There is a wealth of information and resources accessible to you at club, zone, district and national levels. Staff at National Headquarters use these resources (past and present) and are ready, willing and able to assist you.

Troubleshooting Guide to Club Problems

Apparent Problems or Symptoms	Probable Cause or Real Problem	Possible Solutions
A. Poor participation and attendance at club and/or executive meeting	1. Club members not being informed of meetings	a. Establish a communications system (newsletter, email, telephone tree, etc.)
	2. Lack of interest on the part of the members	a. Evaluate club meetings. Are they too long? Not well organized? Uninteresting? b. Immediately establish a club survey to find out members' feelings. Administer the survey by personal contact with each member to get his/her response.
	3. Poorly organized meetings	a. Go through a checklist for meeting preparations. Emphasize delegating of responsibilities to see that meeting arrangements are completed. b. Advise president on basics of parliamentary procedure if he or she is inexperienced.
	4. Poor leadership attitude in club leaders.	a. Conduct an executive re-orientation to instil proper leadership attitudes. b. Advise club president to follow up on his executive members to develop proper attitude of leadership. c. Conduct executive seminar refresher session, emphasizing the importance of the right attitudes toward leadership.
	5. Not having fun.	a. Make sure that each meeting completes the objectives: "Grow. Learn. Make Friends. Have Fun."
B. Insufficient membership participation to conduct projects.	1. Lack of good membership recruitment program	a. Have the membership committee explore the possibilities of new ideas in recruitment/retention. Have the committee come up with problems in recruitment/retention and have them develop programs which will focus on eliminating the problem.
	2. Members not being asked to participate in projects.	a. Establish a communication system (newsletter, telephone tree, email, etc.) b. Be sure that each project has a manpower chair whose responsibilities include contacting each member for the project. c. Use directors to identify the interest of members so they will know who to contact for projects.
	3. Members are actively participating in other projects.	a. Delay conducting the project or reassess the project to involve other resources in the community (youth organizations, etc.) b. Expand your recruitment/retention program to provide more members to conduct projects.

C. High turnover in membership from year to year	1. Programs and projects not meeting the needs of the members	<p>a. Get a broader base of membership involvement in planning projects at the out-set of the year or during periods of project re-evaluation.</p> <p>b. If this occurs during the year have club re-evaluate its entire year's program. Involve members in this process and include projects they are interested in.</p>
	2. Dissatisfaction with the leadership during the year.	<p>a. Provide means of involving membership through decentralization of power in the club.</p>
	3. Members not being asked to participate in meetings and projects.	<p>a. Personal contact through directors and/or committee chairs to get members involved in planning projects.</p> <p>b. Evaluation of members' participation at executive meetings to assess involvement of each individual member (may be done in teams in larger clubs.)</p>
D. Proposed projects not being carried to completion or being dropped	1. Lack of members to plan and conduct projects.	<p>a. Have the membership committee explore the possibilities of new ideas in recruitment/retention. Have the committee come up with problems in recruitment/ retention and have them develop programs which will focus on eliminating the problem.</p> <p>b. Reassess projects to see if the club can still conduct them with available members. If not, rewrite project plans and seek community resources to help.</p> <p>c. Begin a recruitment/retention program. Run the Maple Leaf program for a mentoring program.</p>
	2. Lack of financial resources to conduct projects	<p>a. Establish a finance committee to look for sources of revenue.</p> <p>b. Look for funding from community sources. (foundations, grants, etc.)</p> <p>c. Redesign projects to they do not require a high amount of funding or so the resources in the community (businesses) may be included as a promotional asset.</p>
	3. Inexperienced committee chairs not able to plan and conduct project.	<p>a. Assign a more experienced member as an advisor to the chair and have him/her work as an assistant.</p> <p>b. Adopt executive policy of having new members work on one project prior to chairing a project.</p>
	4. Club planning at outset of the year not properly done.	<p>a. Conduct a mid-year evaluation right away and brain-storm ideas for changing or improving projects on planned next year's program. See if projects are still relevant to club's and community's need.</p>

E. Lack of Involvement on the part of the membership.	1. Poor understanding of the goals and objectives of the club/Association	a. Evaluate you present orientation program and make changes which are necessary in informing members of the Association's goals and objectives.
	2. Projects are not meeting the interest of members.	<p>a. Get a broader base of membership involvement in planning projects at the outset of the year or during periods of project evaluation. Include more projects that will meet the needs of the members.</p> <p>b. Use the directors to identify the interest of members so that they will know whom to contact for projects.</p> <p>c. Reassess present projects and programs to better suit them to the needs of the members.</p>
	3. Lack of club pride	<p>a. Establish a club pride committee to explore possibilities of improving pride in the club.</p> <p>b. Work on improving public relations in the community through impact projects and becoming recognized by other people in the community.</p> <p>c. Develop the attitude of broad base involvement – getting more people involved and interested in the planning of community and club improvements.</p> <p>d. d. Work with club president to eliminate internal friction sources which may be detrimental and discouraging to members.</p>
	4. Club members too busy in other activities.	<p>a. Evaluate member's participation at executive meetings to assess involvement of each individual member</p> <p>b. Ask each member to give the president a commitment on the time he or she is able to give to the club. Publicize the commitment to the club chairs and officers so that they may use the information asking members for their time.</p> <p>c. Use members only when necessary and not for activities which do not require many members.</p>
F. Club is inactive and nothing is taking place	1. No action on the part of the club leadership.	<p>a. Hold a brainstorming session with members of the executive to assess the problems that exist and identify the probable causes. (Have them identify the problem rather than having a district officer doing it for them.)</p> <p>b. Organize a team of district and past-local Kin to assist in working out realistic solutions that the club leadership can agree to.</p> <p>c. Involve the local club membership in coming up with probable causes and solutions to the club's inactive status.</p>

	<p>2. Club members are overused and are not willing to work on Kin activities anymore.</p>	<p>a. Have president contact the members who were active at one time to work as a team to get activities going in the club. (Caution: Start slowly, don't begin too many projects.</p>
	<p>3. New members who came into the club not willing to get involved</p>	<p>a. Immediate person-to-person orientation by more experienced members or by club presidents with assistance from district officer.</p> <p>b. Immediately implement the Maple Leaf Award of Distinction program.</p> <p>c. Run a New Members' School using experienced Kin.</p> <p>d. Start a club project and get as many new members involved in the planning process as possible. Assign them small responsibilities to start with to get them into active status. Be sure to provide adequate follow-up so they do not lapse into inactive status.</p>
	<p>4. Poor follow-up by club leaders.</p>	<p>a. Establish an immediate contact with the club president and outline a timetable of activities to get the club active again</p>
<p>G. The issue of membership dues is the main focus of discussion.</p>	<p>1. Members do not understand what dues pay for.</p>	<p>a. Explain the positive aspects of belonging to a national association. (Refer to club mailings and the national web-site.)</p>
	<p>2. Members think dues are too high.</p>	<p>a. Across Canada, membership dues for club, district and national dues are an average of \$150.00/year. Break it down for them: monthly \$12.50 or daily – less than \$0.50 per day. Explain the benefits of membership – how you have benefited, both personally and professionally. That is the answer.</p>

Kin Education

History and Kin Education

The Association and You

Kinsmen and Kinettes belong to a very special Association and we should be proud of our achievements. Our pride in the Canadian way of life and personal development increases with our Kin experience.

Our Association is represented in all parts of Canada by members of all creeds and colors. The ideals of fellowship, personal development, and a commitment to community service unite us all.

The Kin experience is not all work and no play. We enjoy warm fellowship with our friends and participate in countless recreational and social activities. Being a family-based organization, there is a chance for total involvement through Kin of ourselves, our spouses/partners and our children.

Kin is not a secret society but a means to personal and community relationships and personal betterment. Our purpose is to do unselfish community service in an open atmosphere of friendship. The purpose of the Association is practical and public, not mystical and secret.

Kin affords its members the opportunity for learning public speaking, personal motivation, business practices, communications and public relations. There is something for everyone. Truly, we are all fortunate to belong to such an Association.

The Association has as its internal mission the following: *"Grow. Learn. Make friends. Have fun."* This is what members look for within the Association.

In accepting the goals of service and fellowship, we are expected to take part in the Association's programs and club projects. The motto of the Association is "Serving the Community's Greatest Need." By doing so, members experience the satisfaction that comes with personal involvement.

Kinship is a noble way of life that teaches high ideals. By promoting our clubs, retaining and increasing membership and by being involved, knowledgeable, dedicated members, our community life will be enriched.

Founder Hal Rogers (1899-1994)

The founder of our Association is H.A. (Hal) Rogers. Founder Hal was born in London, ON, on Jan. 3, 1899. For a time he worked in the bank before moving to Hamilton to take up employment in his father's plumbing sales business.

The business did not prevent 17-year-old Hal from enlisting in the army in 1916. Hal Rogers had a distinguished military career. His regiment, the Argyle and Sutherland Highlanders, suffered many dead and wounded. Hal was gassed at Paschendaele and later wounded by shrapnel near Armiens.

Hal returned to Canada in 1919 along with thousands of his fellow soldiers. After re-entering the plumbing business, Hal applied for membership to the Rotary Club, but, as his father was a member, the club already had a plumbing salesperson representing that vocation. Therefore, Hal's application was rejected.

What was Rotary's loss was our gain. Hal decided to start his own service club. As Hal saw it, young men should preserve in peace the ideal of service to Canada. Encouraged by his father, Hal invited 11 young men to the Namking Café in Hamilton, ON, to start the first Kinsmen club.

The first Kinsmen meeting was held on Feb. 20, 1920 and from there the Association grew. Hal served as president from 1920-1923. He kept his interest in the Association in spite of moving to Toronto and starting his own career as owner of a publishing house.

During the Second World War, Hal chaired the Kinsmen "Assistance for Britain" committee and was instrumental in the "Milk-for-Britain" campaign. After the war, he received a great honour on behalf of the Association. In 1948 he was made an "Officer of the British Empire."

More honours were bestowed on Hal. In 1959, he was made a Life member of the Association. This was presented to Hal in Prince Albert, SK, by a prominent past Kinsman, Prime Minister John Diefenbaker. In 1980, Hal was made a member of the "Order of Canada" in Ottawa.

The life of the Canadian nation has been enriched by the good idea of "Kinsmanship" spread and served by Founder Hal Rogers O.C., O.B.E.

History of Kinsmen

On Feb. 20, 1920, Hal Rogers and 11 men gathered for a meeting at the Namking Cafe in Hamilton, ON. This group formed the first club in our organization – the Kinsmen Club of Hamilton (ON).

These men found that budding relationships alone were not sufficient enough to sustain a continued interest and decided to perpetuate the ideal of service in peace time as they had done in the war years; thus our organization became a service organization.

Soon, one of these enthusiastic members moved to Montreal and formed a second club; later a member moved to Winnipeg and formed a club there; then before long a member moved to Vancouver, and a fourth club was formed. Thus, in a short span of four years, Kinsmen clubs had a foothold from Montreal to the west coast.

At a national convention in Winnipeg in the summer of 1926, the course of Kinsmen became more clear. After a hotly debated session, it was decided Kinsmen would not become an international organization but a national service club; a new constitution and bylaws were presented and adopted, and a maximum age limit of 40 for active membership was set. An important factor in setting this age restriction was that it was part of the agreement that convinced the four Eclectic clubs of Saskatchewan to join our Association. A prominent member of the Eclectic Clubs was John Diefenbaker, who argued effectively for the age restriction.

During the Great Depression, the Association grew in numbers of members and clubs and began to become structurally organized with districts and a national executive.

The outbreak of the Second World War saw Kinsmen serve their country on the battlefields and through supplying the British armies with the first mobile dental clinic, which was built and financed by Kinsmen. The national project during the war years was to supply Britain's children with milk, and to this end the Association shipped over 50 million quarts to Britain. This could be considered, to date, the single most effective national Kin project.

After the war, the Association continued to grow and adopted even more ambitious projects. In 1949, the Association set up a Cancer Scholarship Fund to help train doctors in treating the dreaded disease. Assistance to flood and hurricane devastated areas of the country and beyond demonstrated the Kinsmen commitment.

By being dedicated to fellowship and service, the Association grew to more than 300 clubs and 10,000 members by 1956. The Association experienced continual growth and expansion up until late 1970. A project that gained Kinsmen great public profile during this era was the founding and construction of the Kinsmen National Institute on Mental Retardation in Toronto.

Kinsmen and Kinettes today support cystic fibrosis research and have promoted much publicity and fundraising to try to defeat this disease. Members have made a dramatic impact on life in Canada.

History of Kinettes

The first Kinsmen club was formed in 1920 in Hamilton, ON. Then, the inevitable happened in the 1930's. Women's organizations started to spring up throughout the country. The names of the groups varied from the "Kinsmen Ladies Club" to "Kinsmen Wives" and "Kinsmenettes". Formed in 1932, the Kinsmen Ladies Club of Hamilton (ON) was the first to function as a properly organized club.

Originally, the wives got together for purely social reasons. However, it was not long before they became involved in community service. The Hamilton club's first project was sewing for the Well Babies Clinic. They also aided the clinic by donating cod liver oil and orange juice. The combination of fellowship and service was going to prove itself in the near future.

The Second World War did a lot to foster the service aspect of these clubs. The Kinsmen took their positions on the battlefield and their spouses on the home front. They undertook such projects as: "Milk-for-Britain," "Food parcels for the fighting forces overseas," and collecting 22 million magazines for the Merchant Navy out of Halifax.

The next few years came to see the formation of more and more clubs with more and more names. In 1939, Miriam Sheridam coined the name "Kinettes". The Ottawa club has been given credit as being the original "Kinette club" in all of Canada.

The service work done by the Kinettes during the war gave them a dedication to a common cause. They had proven their worth to the Kinsmen and the Kinsmen were prepared to recognize them for it. Official recognition was given to the Kinettes in the national by-laws of the Association in 1942. At that point, Kinettes were duly certified as an auxiliary organization.

Growth and development came as Kinettes gained in experience and with that a responsibility to the club and organization as a whole on a national basis. The first and only national convener of Kinettes was Marg Roscoe of the Kinette Club of Edmonton (AB).

Kin Magazine started to reserve a section for Kinettes. Since there were eight districts, there were eight reporters who provided pictures and write-ups to our then Kinette national editor. The roster of past national editors dates back to 1948 when Dawn Freeland and Kaye Turner of Fort Erie, ON, shared the office. As time passed, the responsibility of the national editor grew from editor to a liaison with the Kinsmen.

In order to recognize the broader range of duties, the editor's title became "national Kinette co-ordinator" in 1969 - 1970. Joan Sharp of the Kinette Club of Regina Wheat City (SK) was the first. For the same reason, the name "Kinette reporter" was changed to "Kinette co-ordinator" at the district and zone levels.

The role of Kinettes in the Association began to take on more importance. Kinettes were not only supporting the Kinsmen, but they were also doing worthwhile work of their own. Kinettes had some very good ideas and expressed a desire to share them. In order to accommodate the ideas of Kinettes, the Kinsmen made provisions for Kinette clubs at national and district conventions. Business pertaining to Kinettes was handled at this time.

Since the business coming from the clubs through to district was so great, the Kinettes began having spring conferences. The business and workload was broken down and thus made more efficient. At the 1982 National Convention in Brandon, MB, national dues became a fact. Kinettes were taking a more prominent place in the Association. With this financial commitment to national, improved service to Kinettes had become a reality.

Another historic moment for Kinettes occurred at the 1983 National Convention in Moncton, NB. Kinettes, for the first time, were able to vote on the Kinette resolutions at a joint Kinsmen - Kinette business session. Kinettes also became officially recognized as Associate members of the Kinsmen Association. Kinette clubs achieved full partner status within the Association at the 1988 National Convention in Calgary, AB.

In 1990, for the first time in Kin history, the Association's first national Kinette president, Catherine Newham of Portage la Prairie, MB, was elected at the National Convention in Thunder Bay, ON.

The contribution of Kinettes is fully recognized. Kinettes can be proud of all the fellowship enjoyed and the service work undertaken across Canada by them in the Organization from 1930 through today.

Brief Kinsmen Summary

- Kinsmanship was born in the City of Hamilton, ON, on Feb. 20, 1920.
- The Founder of Kin is Harold A. Rogers O.B.E., O.C.
- The second Kinsmen club was formed in Montreal in 1921 and the first national convention was held in Hamilton, ON, in 1922.
- By 1924, the foundations of this great Canadian service club were laid, with four clubs from Vancouver to Montreal.
- At the 1926 National Convention in Winnipeg, MB, Kinsmen decided to stay focused Canadian, and fixed the age limit for active membership at 40 and adopted the National Constitution and By-laws.
- By 1927, there were 12 clubs.
- In 1928, four clubs in Saskatchewan, called Eclectic Clubs whose aims and objectives were similar to Kin joined the Association. By the end of 1928, there were 24 clubs.
- In 1929, clubs were formed into five districts under governors and district officers.
- At the 1934 National Convention in Victoria, BC, the decision was made to hire a full-time general secretary resulting in the appointment of Past National President, S.H. (Banty) Bantick on Jan. 1, 1935.
- Within a three-week period after war was declared in 1939, hundreds of Kinsmen volunteered to fight for Canada, and a War Service Committee was formed.
- The first mobile dental clinic in the British army was built and financed by Kinsmen.
- Sixty five tons of magazines were shipped to the Merchant Marines.
- Hostess houses for the wives and families of troops were built at Shilo, MB, and Debert, NS.
- Throughout the war, Kinsmen War Savings Stamps were sold, peaking at \$225,000 per week.
- The "Milk-for-Britain" fund raised close to \$3 million, resulting in more than 50 million quarts of milk being shipped to the children of Great Britain.
- \$106,000 was raised for "Food Parcels to Britain".
- A Cancer Scholarship was set up in 1949, allowing promising doctors from across Canada to do postgraduate work in cancer research.
- Major donations were made to flood ravaged areas:
 - Winnipeg in 1950
 - Europe in 1952 & 1953
 - Southern Ontario in 1954
 - Frejus in 1960
 - Hamburg in 1962
- In 1945, Kinsmen helped form the World Council of Young Men's Service Clubs (WOCO), a group of international service organizations with similar ideals of fellowship and service to others. The WOCO is represented in over 60 countries.
- Kin grew from 150 clubs in 1945 to more than 300 clubs in 1956 and to more than 10,000 members.
- Kin Supply was formed in 1950 to stock Kin regalia items.

- On Feb. 20, 1970, the 50th Anniversary of the Founding of Kinsmen, the Kinsmen National Institute on Mental Retardation was officially opened at York University in Toronto. More than \$400,000 was raised by clubs across Canada for this building.
- The 500th club was chartered in 1975. Kinsmen membership stood at nearly 16,000.
- In 1980, Hal Rogers received the Order of Canada for contributions to Canada's heritage.
- In 1980, the National Headquarters building was opened in Cambridge, ON.
- In 1985, more than \$1,000,000 was raised for CF Research, and the African Medical Relief Project was initiated by the Kinsmen Club of Kingston (ON), and the entire Association soon joined in.
- In 1986, Kinsmen assisted wheelchair athlete Rick Hansen on the final stretch of his world journey, and were saddened by the death of Kevin Denbok, an honorary Kin member, on November 24th, two weeks prior to his 22nd birthday. Kevin was a CF patient and entertainer who wrote the song "To Give With Your Heart".
- In 1987, the age limit for active membership was raised to 45, and cystic fibrosis was adopted as a national service project.
- In 1992, the Association undertook a very successful patriotism project, the "Proud to Be Canadian" Tour.
- In 1995 the Kin Club of Quesnel (BC) chartered and officially became the first club in the Association to allow both Kinsmen and Kinettes as members. By 1999, 26 Kin clubs belonged to the Association.

Brief Kinette Summary

- Spouses of Kinsmen assisted with projects from 1920. Names were "Kinsmen Ladies Clubs," "Kinsmen Wives," and "Kinsmenettes."
- The first project undertaken by the Hamilton club was sewing for the Well Baby Clinic and donating cod liver oil and orange juice.
- During the Second World War, these women undertook many projects, such as "Milk-for-Britain," collecting food parcels for the fighting forces overseas, and collecting magazines for the Merchant Marines.
- In 1939, the name "Kinette" was coined by Miriam Sheridam, and the Ottawa club became the original Kinette club.
- Kinette clubs were given auxiliary status within the Association in 1942.
- Joan Sharp of Regina, SK, became the first national Kinette co-ordinator in 1969, while, at the same time, the position of reporter at the district and zone levels also became coordinators.
- Kinettes continued to evolve as an auxiliary through the 1970's and early 1980's.

Kin Traditions

Our Association has a great heritage and many traditions have been in place since the earliest days of Kin. Understanding their origins is important in perpetuating these traditions and in introducing new members to Kin's uniqueness.

Club Meeting Opening Ceremonies

Many clubs begin their meetings by singing the Kinsmen, Kinette, and/or Kin song. This is followed by the Kinsmen and/or Kinette grace if it is a dinner meeting. The text follows:

Kin Song

In 1996, members of the Kin Club of Williams Lake (BC) wrote a Kin Song to reflect their club's mixed composition. In a 1998 Association-wide contest, the words were chosen as the official lyrics to the Kin Song. The tune remained that of the French marching song *Madelon*.

Here we are together once again,
One and all a happy bunch of Kin,
Leave your cares and troubles for awhile,
Let your face break forth in smile.
Turn around, grab someone by the hand,
They're your friends, the finest in the land,
Now all set, let's shout to beat the band,
Kinsmen, Kinettes and Kin!

Kinsmen Song

The Kinsmen song was created in 1922 and written by Mickey Heath, a member of the Kinsmen Club of Hamilton (ON). The tune is that of the French marching song *Madelon*.

Here we are together once again,
One and all a happy bunch of men,
Leave your cares and troubles for awhile,
Let your face break forth in smile
Look around, grab someone by the hand,
They're your friends, the finest in the land,
Now all set, let's shout to beat the band,
Kinsmen, Kinsmen, Kinsmen!

Kinette Song

Here we are together once again,
Happy in the family of Kin,
We've forgotten cares and worries too
Kinettes we've work to do.
Each of us will help to bind the tie,
So the heart of Kin will never die,
One and all let's raise our voices high,
Kinettes, Kinettes, Kinettes!

Kinmen Grace

Happy to meet. Sorry to part
Happy to meet again
For what we are about to receive
O Lord make us truly thankful. Amen.

Kinette Grace

May the Lord make us true Kinettes
In our thoughts and deeds.
Make us truly grateful
For the food we receive. Amen.

Kin Grace

Happy to meet. Sorry to part
Happy to meet again
May the Lord make us true Kin
In our thoughts and deeds,
And make us truly grateful
For the food we receive. Amen

The Names Kinsmen and Kinettes

The name of Hal Roger's new service club was suggested by his father Charles Rogers, who had been reading an article in the Saturday Evening Post which stated that Mark Twain had stayed at a literary club in New York City called the Kinsmen Club. Charles Rogers felt that "Kinsmen" would make a good name for the service club. The "Kinette" name took many forms ("Kinsmen Wives," "Kinsmen Ladies Club," "Kinsmenettes") until it was formally adopted in 1942.

Sergeant-at-arms

The origins of the sergeant-at-arms are not dated, however the purpose of this position is clear. The sergeant-at-arms assists the club president in ensuring that meetings are orderly and undisturbed by members. This is accomplished through the assessment of penalties for minor infractions such as arriving late at meetings, failure to observe club protocol, Kin pin missing from a member's lapel, etc.

While, the main task of the member wearing the chevrons on his or her sleeve is to maintain order and discipline at club meetings, this can be a wonderful "fun building" session at meetings.

"O Canada"

The singing of the national anthem is a reflection of our all-Canadian identity and forms an integral part of Kinsmen, Kinette, and Kin meetings.

Kin Crest

The crest in use today was not, in fact, the original crest of the Association. The first design for an emblem came into being about 1921 and was dominated by outspread wings and twined serpents. The first emblem also adopted the motto "We shall not fail each other." At one point, a large letter "K" was used but soon deleted because of the confusion that it generated with Kiwanis. The outdated Kinsmen crest was created in 1952. The Kinette crest was the same as the Kinsmen crest but with the addition of a scroll at the base reading "Kinette." In 1991 the membership voted to adopt the outdated Kinette crest as the Association crest, more accurately reflecting the two types of clubs in the organization. In 2003, a new Kin Crest was adopted. The thirteen maple leaves reflect the 10 provinces and three territories of Canada. The scrolls containing the words Kinsmen and Kinettes have been replaced by a single scroll with the word Canada.

History

As your club grows older, the records of its past years become valuable assets and, as such, should be properly preserved. Every club should appoint each year a historian and a photographer, the former to record the events of the year and the latter to take the pictures of those events. A record of the club activities can be perpetuated in a properly kept scrapbook that can include clippings, pictures, bulletins, minutes of meetings, financial statements, reports of club officers, etc. Such a history book can prove very valuable when setting up projects and budgets.

New members will find your club history book interesting and informative. Trying to tell them and being able to show them are altogether different. Having a neat, up-to-date history book to show them makes a good impression.

The history book should not remain in the historian's home. It should be brought to club meetings throughout the year for members and guests to peruse.

In recent years, many clubs have done a history book for the year to enter into district competitions. This is then turned over to the president as a memento of the year. This is a good idea as long as the official club history does not suffer as a result. Past presidents often move away or misplace their books. Without a good official history, important parts of the club history can be lost.

Your club is encouraged to send copies of such books to be kept in the National files. Make sure your book is kept up-to-date and make sure your club photographer brings his or her camera to meetings and other club affairs.

The membership history can also provide clues as to strengths and weaknesses. A steady decline or no growth in membership should give you a "heads up" for action. A steady growth may mean you have a great story to tell that you can capitalize on.

Structure of the Association

The Kin Association is a service club that stretches from coast to coast. Covering all of Canada, the Association is divided into four different levels for administrative purposes. These are: national, district, zone and club.

On a national level, we elect, a National Vice President who will ascend to the role of National President. The country is divided into eight districts. Each district elects or appoints an Association director to sit on the National Board of Directors. The national board is comprised of the national president, vice president, past-president and the Association directors. The national board is the governing and policy-making body of the Association.

Depending on the by-laws of a district, each district annually elects a Kinsmen governor and a Kinette governor or a Kin governor. Within each district are zones with an average of eight to 10 clubs in each. The Kinsmen and Kinettes in each zone elect their own deputy governors. Each zone elects at least one but no more than two deputy governors.

In the structure of the Association and among its officers, the clubs and their presidents remain the most important link. It is here that service work is done and the membership is kept dedicated to fellowship and service. No zone, district or national program can work without the club, its members, and a dedicated president. For a quick reference see the Association organizational charts in the appendix of this manual.

The Kin Family

Kin Canada is made up of more than 7,000 active Kinsmen and Kinettes dedicated to active community service, but these thousands of young Canadians are not the only members of the Kin family.

K-40: Some Kinsmen clubs have organized auxiliary clubs called K-40 clubs. To become a member of such a club you have to have been a Kinsmen. Not every Kinsmen club has a K-40 club but where one does exist it is primarily a social club designed to maintain contact with Kin. Some K-40 clubs do perform service work and perhaps the odd service project to raise money, but, traditionally, their main function is to assist and support the Kinsmen clubs in their projects and to keep the traditions of the Kinsmen clubs alive.

K-ettes: Designed to continue the friendships and social relations experienced when they were active, former Kinettes have banded together to form K-ette clubs. They operate along the same lines as the K-40 clubs.

NOTE: K-40 and K-Ette Clubs formed prior to 2001 are recognized as auxiliary clubs; however, no new clubs are to be formed.

Kin spans many age groups and interests. All Kin may say with pride that they are members of a truly family organization.

Membership Fees

Kin is an Association to which we donate our time freely. However, the organization requires its members to pay membership fees. These are paid by the members of a club to cover the costs of administration and promotion of the Kin programs on the national, district, zone and club level. These costs include items such as the travel of national and district officers, stationery, awards, National Headquarters operation, salaries of national staff, postage, telephone, etc. The biggest point is that membership fees help us create a truly national association.

District membership fees are paid according to the district house rules. Some districts have assessments to cover specific items such as sending district representatives to national convention. National membership fees are charged to the club on a per member basis for each active member and active Life member. Honorary members are exempt.

Kin is a democratic organization in which the decision making is done by the membership.

- National membership fees are based on a budget proposed by the National Board of Directors and passed at a national convention. The expenses of operating Kin nationally is then divided among the members.
- District membership fees are set in a similar fashion but are approved in the budget at district conventions. The expenses of operating Kin in the district is then divided among the members.
- Some zones add an assessment to cover specific zone costs not covered in the district budget.
- The club membership fees are set when the club presents the general account budget. The club membership fees normally include the national, district, zone and club assessments. Some clubs use other general account revenues to offset the total cost of membership fees.

To be a member of a national association means the payment of a base fee. Economics and economies of scale mean that membership fees go down when members go up.

As with many national associations, there is a membership fee set at different levels of the association. National membership fees are based on the number of members in your club as of September 30 and full payment must be received by Nov. 15th. Instalment payments are due on Nov. 15th, Feb. 28th, and May 31st.

It is very important that your club completes the membership status report forms (MSRFs) properly and efficiently (on or before September 15th to allow for processing) so the membership fees billing form sent to you is the most accurate possible. Throughout the year, clubs are encouraged to send a MSRF to Kin Canada headquarters as soon as a club member changes status within the Association.

The postmark date on the envelope of your membership fees payment plays a fairly big part in your being eligible for the Master Club Award. If the postmark is prior to the due date of the membership fees billing form in question, the club will be efficient for that billing form. This is a mandatory component of the Master Club Award.

Executive Duties

Executive members and their duties

Along with your election, your club also elected other members to fill the executive positions normally held in your club.

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

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

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

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

Membership Director (recommended)

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

A Membership Recruitment Workshop should be held early in the Kin year so your club's tailor-made plan is set in place and can be carried out throughout the year. Once the plan is set, it is your responsibility to oversee the plan and report the results of the plan to the club members on a regular basis. Your monthly club report should include both change in membership and your proposed response to these changes.

After you have filed your MSRF, keeping a copy for your files, you should ensure each new member receives a New Member's Kit and is installed as soon as possible. Make a point of reviewing the contents of the New Member's Kit with each new member. This makes the contents more engaging for the new member and also gives you the opportunity to develop a relationship with that person.

Your job does not end once the new member is installed. Plan to conduct a New Members' School in your club at least once a year to educate new members coming into your club. This can be done jointly with your counterpart Kinsmen or Kinette club and can range from a formal businesslike workshop to an informal workshop with a wine and cheese reception or even a dance. Whatever the format, the main emphasis should be, of course, to make your newest members feel welcome.

Understanding the needs of your members is the first step in keeping them happy and involved. The Membership Retention Workshop addresses the challenge of integrating both personal goals and club goals. Plan to have your zone membership director or zone officer at your club sometime during the year to facilitate the Membership Retention Workshop. If the club is meeting the personal goals of its members, the club will grow. Remember, retain means gain.

Membership growth is the lifeblood of the Association. If your club is larger by one member at the end of your year as membership director, then you deserve special congratulations. Only by involving more Canadians can we ensure that our motto, "Serving the Community's Greatest Need," and our mission "Grow. Learn. Make friends. Have fun." continues to be enacted for many years to come. Check the appendix of this manual, for additional information to help you in your year as club membership director.

Past President

Basically the Past President ensures the continuance of positive club traditions. They will tell you what has happened in the past, what you should do and when. Usually, they are also the club rules of order chairperson. The past president is an invaluable resource. You will or are not expected to know everything. Use your resources to help create a positive team situation.

Vice President(s)

The vice president is usually preparing for the next step – president. You should try to include the VP as much as possible in your decision making process. You are also a role model for this person. If you do not include them in the process, they cannot learn. Many large clubs have a first and second vice president and give them specific duties.

Secretary

The secretary is often referred to as the president's right hand person because an effective secretary can make the president's job much easier. The basic responsibilities of the club secretary are:

- assist with the preparation of the meeting agenda
- read all correspondence to determine if it should be read at the club or executive meeting or directed to a project chair
- write letters
- record the business of the club in the form of minutes and provide them to the bulletin editor
- ensure all project chairs have filed a written report of their projects
- follow up on member status reports: transfers, additions (this is the most important job of the club), and withdrawals
- ensure the club has filed its incorporation papers.

Minutes

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

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

- kind of meeting (general, executive, special)
- name of your club
- date and time of the meeting
- place, if not always the same
- fact that the president and secretary were present or the names of the persons who substituted for them

- whether the minutes of the previous meeting were read or published and approved, either as read or as corrected, and the date of that meeting, if it was other than a regular business meeting.

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

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

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

Some tips for producing effective club minutes:

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

Correspondence

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

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

Treasurer

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

The club executive is responsible to ensure the trust placed in the members is done so with a sense that calls each member to be accountable for his or her actions. The club will have in place a set of

checks and balances that encourages honesty and will not allow any one person to take advantage of the club's assets for his or her individual needs.

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

- Co-operate with the president and budget committee in setting the annual budget for the club. See sample budget in appendix.
- Set up separate accounts for general service and lottery/gaming funds, if not already in existence.
- Together with the president, make necessary arrangements with the bank for signing officers of the club accounts. There must be at least two signing officers for all club accounts, one of whom must be the treasurer.
- Record all receipts and disbursements of general and service funds.
- Present all approved accounts to the executive for final approval.
- Pay all bills promptly by cheque.
- Collect membership fees in a timely fashion.
- Prepare regular financial statements.
- Be fully conversant with national, district, zone and club by-laws with respect to finance.

The club treasurer is charged with the responsibility of properly accounting for the receipt and disbursement of all club funds. This means the treasurer must:

- Obtain and keep on file evidence in support of all receipts and disbursements.
- Properly record and balance the club's accounting records.
- Prepare financial statements from the club's accounting records.
- Obtain an accounting of all receipts and disbursements from each project.
- Submit accounting records and financial statements to an auditor for his or her examination.
- Assist in the preparation of a budget for the current year and submit it to the club for approval.
- Remit membership fees and other approved payments /levies to national, district and zone.
- Arrange for the filing of an audited yearend financial statement with the district treasurer on or before Nov. 15.

A club may have one or more service accounts depending on its activities in the field of community service work. Separate records of each project should be maintained to record the revenue and expenditures of each project. A portion of the net profit, not to exceed 15%, may be included as general account revenue for some service projects. Projects must be in compliance with the provincial and federal regulations at all times. Should you ever be unsure as to how the funds should be handled, contact your provincial government or your local federal government office.

In the general account, all revenues and expenditures relative to the operation of the club are recorded. See the statement of revenue and disbursements in the appendix for a list of typical items to be included.

All expenditures should be made by cheque and authorized by the club executive after being approved in the adopted budget or at a general business meeting. The executive may approve expenditures up to \$300 pre-approved. Expenditure requests should include a receipt as well as a cheque requisition form to ensure accurate recording and back-up material. No disbursements should be made in cash. You can find a sample requisition form in the appendix.

All receipts should be deposited immediately in the bank. For your records, a duplicate deposit book should be kept.

The treasurer should keep a record of all membership fees payable to the club and notify the individual members as well as the executive of any uncollected membership fees. He or she should prepare and present interim financial reports to all regular executive meetings, report all overdue accounts to the executive, and prepare the final financial statement covering the year to be audited for

presentation at the end of the club year. All club projects, when completed, should have a written financial statement for club records.

The executive will arrange for the appointment of an auditor to audit the books and general and service accounts. It is recommended that an auditor outside the club be appointed and, although it is not necessary for the individual to hold a professional designation, some accounting experience is necessary.

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

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

Meet with your auditor and club president before the beginning of the year to ensure continuity in the club's accounting policies. Should your accounting experience be limited, your auditor can assist you in setting up an accounting program for the year. For more information, refer to the Treasurer's Guide in the appendix to this manual.

Registrar

This position is not filled in every club. The registrar usually is responsible for membership attendance records, make-up meetings and attendance awards. In some clubs, the registrar assists the treasurer with the collection of dues and the collection of meal money.

Bulletin Editor

The position of bulletin editor is an executive position in some clubs and a committee chair in others. In some cases, an elected director is assigned the position of bulletin editor. Whatever the official status of bulletin editor is in your club, the position is one of the most important positions in any club. The timely communication of information, schedules, members' views and social and personal backgrounds to the members can help to improve all aspects of your club. The old axiom, the better the bulletin, the better the operation of the club, is true. Assist any member who truly wants to do the job properly.

Notes on Producing a Club Bulletin

With the possible exception of the president, the position of bulletin editor is the one that demands the most time, but it is also the one with the most satisfaction and rewards. The bulletin editor plays a crucial role in the health of the club. Communication to the club members is extremely important and you hold the key. It is your job to keep the members motivated and informed of club, zone, district, national and international events.

Quite often, the bulletin editor is a junior member of the club. The national bulletin award rules have been developed to help guide such a person to produce a quality product. We all have opinions on what makes a great bulletin, but experience has shown that we need some guidance to ensure that all aspects of Kin are covered on a regular basis.

The bulletin editor must convince the president that it is crucial he or she receives a photocopy of all important communication. Get copies of what you feel is important to share with your members. Your bulletin is truly a barometer of the health of your club.

The following is a checklist similar to the one used by bulletin award judges. Why not have another member "score" your bulletins just prior to press time? This may point out any possible weak areas. When developing your bulletin, here are a few ideas that you may find useful:

Number of Issues: To qualify for the national bulletin award, a club must submit four identical sets of five issues.

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

Order of Layout: You should layout your material in the same order for every issue. This is standard practice for all magazines. A further recommendation would be to use the order in the bulletin award checklist. Most editors also include a table of contents.

Titles: Each general area of the bulletin should have a title (eg. Minutes of General Meeting). The title should be done in a different type style than the remainder of the article. From a judging point of view, many articles can often fall into "gray areas." What you may think is an article on the activities of club members may be seen by the judges as an article on social events.

Coming Events: Always include a calendar for this item, and include as much as possible. Some editors put the members' birthdays and anniversaries here, while others enter them in the "Activities of Club Members". Club meetings should be entered, but, to qualify for award points, you must include other items.

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

Report of Social Events: It is mandatory to report on at least one social event per issue, be it a party after a service project, a family event, or a general mixer like your annual Christmas party. If you did not attend, call someone and get some information on the party. If your club does not have any social events that month, then you should host a few parties. Remember, name names.

Minutes of Last General Meeting: While it is nice to have your executive minutes, you must have your general minutes.

Write-ups on Service Projects or Fundraising Projects: If none have come forward, call the chairs and get verbal reports. If you receive any correspondence, this is an ideal location to place letters, etc.

Editorials: Be ingenious; carry paper with you to your meetings. When you sit with someone, demand an editorial, even if you have to write down what they say. Carry a tape recorder if necessary. Encourage others to voice their opinions, and have them write it down while the "iron is hot".

Zone, District and National News: The most important, zone news, has the most points, and the others are on a sliding scale. To obtain maximum points for each issue you must cover all three. It is recommended to include all areas in each issue. Write to zone, district and national officers and request their biographies, condense zone, district or national programs, etc.

Layout and Quality of Production: Laser-jet printers, desktop publishing and large budgets allow some bulletin editors to produce professional looking magazines. Don't worry; just do the best you can. Your members know what you have to work with and they will appreciate your efforts on their behalf. For the award, you are judged on how you work with what you have.

Readers' Interest, Humour and Quality of Content: If you have a bulletin that is enjoyed by the club members, what more can you ask for? Small hint, your bulletin is read by a variety of people with wide ranges of moral acceptance and what may be funny to one, may be insulting or degrading to another member. It is best to keep your humour clean and tasteful. Besides you never know the moral standards of the judges. A hint is to take jokes from the newspaper that reflect people in your club, then edit the punch line and use names of club members to make it more personal.

Kin Education: Your General Operating By-laws is a text book designed for Kin education. Use parts at will, especially rules of order. The articles should reflect what is happening in the club. For example, just before the speaker's competition, include hints on how to prepare and give a speech, as well as the rules for the competition. Just before election time, explain how an election works etc. The General Operating By-law and the Policies and Procedures Manuals are available on line at www.kincanada.ca.

Other articles may include excerpts from zone and district house rules, a list or biography of past deputy governors, governors or national presidents, a list of past club, zone and district award winners, perhaps a map detailing zone or district boundaries. etc.

This is a very important part of a bulletin, and thought should go into it. Used wisely, you can educate your existing and more importantly, your new club members.

A word of caution: many bulletin editors get discouraged at the lack of editorials, reports and articles they receive. Don't worry, you're not alone. Ninety-nine percent of all bulletin editors experience this same frustration. Keep up the persistence! Your efforts will change the tides for future editors.

Service Director

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

Personal Development/Awards Director

One of the aims of the Association is personal development. The related part of this position is awards, which is primarily designed to stimulate activity by the members and to help their personal development.

Club Risk Manager

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

The CRM has a very important role within the club and needs to understand the importance of risk management and why it must be incorporated into all club events. The CRM is responsible for providing education to fellow members on risk management and insurance issues. They need to determine any potential risk issues that have occurred or are likely to occur and determine recommendations on the appropriate method(s) of risk control. He or she will also need to liaise with the

National Risk Management Coordinator on a regular basis to try and eliminate the possible grey areas and to report all incidences, big or small.

It is the responsibility for the CRM's to ensure that all required club documentation and submissions to each level of the association are filed correctly and on time. These include dues, membership reporting forms, insurance reporting forms, etc. It is their responsibility to ensure that their club is in good standing with respect to their provincial status. Has the club filed their annual filing and have they sent proof of filing to the National Head Quarters?

CRM's will work closely with the District Risk Manager, the Deputy Governor and the National Risk Management Coordinator.

Responsibilities:

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

Act as sole point of contact with insurers and Kin HQ when advising of new projects, determining whether additional coverage is required and submitting incident reports.

Club Risk Manager Helpful Hints

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

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

Try contacting your District Risk Manager or your Risk Management Coordinator at National Headquarters.

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

- The Risk Management Committee has outlined many tasks that the Club Risk Manager must take care of to ensure that all steps are taken to reduce any risks that your club are faced with. This list is a guideline, something you should try to follow, but something you can add to, or improvise on. Also if you come up with any ideas on how to improve such a position we would love to hear it.
- There are many tools that you can use to help you through these actions. When you are looking into club projects and procedures to determine potential risks the checklists found in this Guide can be of great help.

- Brainstorm with others of the potential risks that you might be faced with. Compare that list with the checklist. Did you miss anything? Did we? Or use the checklist as a way to get started; it can help you get in the right frame of mind in terms of potential risks.
- It is wise to keep the lists you make for future use. If this is an annual event having the list from last year will put you a bit ahead of schedule. This isn't to say that you no longer have to think of potential risks, but maybe less of them. Your lists will be living documents, meaning things will change including risks and you should be prepared for this.
- When you are unsure of things don't just ignore them ask someone who might know. Seek legal advice if you are questioning any potential laws, or contact a local insurer if you have liability concerns. Your local municipality can be a great source of information in terms of bylaws and policies.
- Documentation can be your best friend. Even if you are positive you sent out the proper forms, on the proper day, it does not always mean it was received. Documents can go through many hands before they reach the right ones. Be sure that you make copies and note the date that you sent important mail out.
- For example, you should keep copies of the insurance form you send to National, as well as verification of the date it was sent. There is a chance that HQ might not receive it. Thus, if HQ contacts you to receive the information, you have a copy on hand to send out. In the long run it can save you time.
- Keeping copies of anything your club sends out in terms of checklists, waivers, incident reports and any other information maybe helpful or necessary for your club to use in the event of a claim, it can be a huge asset in your defense. This type of documentation can help show that your club took all the necessary steps to prevent, or respond to a potential liability as best you could.
- Corporate status is another important part of your duties. Each year you will be required to file an annual return in your province so you can maintain your status.
- This status makes your club a legal entity; it could protect your members from being seriously affected if a claim ever came against your club. Make copies of this documentation for your files and forward proof of filing to National Headquarters. Make sure that you are aware of the necessary steps in order to maintain corporate status. National HQ has provided each club with a booklet outlining the steps involved in corporate status. Keep this booklet in a safe place for reference. Mark your anniversary date on the calendar.
- Safety audits, media relation tips, incident reports and waiver forms are available to every club.
- If your club owns any property, i.e. a pool, building, park, it is vital that you get liability insurance on that property with a \$2,000,000 limit. You must have Kin Canada listed as an additional insured.
- If your Club rents or leases property from a third party, make sure that you are listed as an additional insured on their liability insurance. For example, if you lease a room in a municipal building, see if you can be named as additional insured on their policy. You might want to look into insurance on any property you have in that room. This can also be done if you are helping another organization with a project. Make sure they have insurance (request a certificate) with your club listed as additional insured.

If you are unsure about any coverage contact the Risk Management Coordinator at National HQ.

***Please see the Step-by-Step Risk Management Guide for additional information. The guide can be found at www.kincanada.ca.**

Committee Operations

Responsibilities

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

Committee responsibilities include:

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

Organization

Committees are appointed by and report to the club executive. Chairs are appointed by the president. Members are appointed by the president in consultation with the chair and such executive members as may be involved in or affected by committee activities (treasurer, secretary, etc.). Reports are usually sent to the secretary and presented to the executive as a whole.

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

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

Committee members may be drawn from the membership as a whole, from club, zone, district or national executives or, in special circumstances involving special knowledge or co-operative activities, from a mix of Kin members and non- Kin member sources. Kin member appointed bodies, however, are bound to report primarily to a Kin executive. The range of potential committees is extensive. These, however, are the most common for activities:

- Membership
- Education/Information
- Public Relations
- Programs/Services
- Budget and Finance
- Club Bulletin
- Social
- Kinship/Fellowship
- History
- Nomination
- Sports
- Inter-Club Relations
- Projects (one per project)

Members may, and usually do, serve on more than one committee – usually on one standing committee (one that exists for the fiscal year) and one special committee (functioning only for the life of a project or activity).

Management, administration and personnel

Committee Selection

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

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

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

Committee Direction

It is usually impossible for the president, although he or she is an ex-officio member of all committees, to attend all committee meetings. It is, therefore, suggested that the president call a meeting of all committee chairs, and the executive, for the purpose of briefing the chairs on their duties. Delegation of other members of the executive, particularly those with no specific duties to perform, to sit in on committee meetings is recommended.

Meetings

Committee meetings should be held regularly with minutes being kept of all discussions and decisions.

Reports

Since committees have been set up by the club executive, they are responsible to and should report to the executive. It is also desirable to have the committee chairs report at a regular club meeting to keep the membership informed.

All completed reports from committee chairs should be submitted in writing to the executive and usually published in the club bulletin. Copies should be retained and made available to succeeding chairs.

Committees

Membership

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

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

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

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

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

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

Education

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

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

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

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

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

Club:

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

- Committees – Outline types of committees and importance of committee chair.
- By-Laws – Outline and explain your club's by-laws.
- Standing Club Rules/House Rules – Election campaign procedure, wearing of club pins, club regalia, sergeant-at-arms.
- Awards – outline and explain your club's awards system.

Zone:

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

District:

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

National:

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

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

Setting: The initiates should face the meeting with their sponsors behind them and the installing officers at an angle to the side.

Installation Procedure

- The president calls upon each sponsor to introduce and give a short history of their new member.
- Initiating officers, who might well be past presidents of the club, then rise in turn and do the following:
- Describe the history and growth of the Association;
- Explain what Kin expects of its members;
- Explain the significance of the Kin crest and logo;
- Describe the Object and Aims of Kin.
- The current president then asks the initiates to rise while they administer the Oath as found in the Constitution and By-laws.

- The president then asks the sponsors to present the pin to the initiate by pinning it upon his or her lapel.
- The president shakes the new members' hands, welcoming them to the club and appointing them to one of the club's committees.
- Members all rise, sing the Kinsmen, Kinette, or Kin song, and file past the new members to welcome them into the club.

New Member's Kit: New Member's Kits are an important part of initiation and are sent to either the club or the new member directly (at the club's direction). The New Member's Kit will not be forwarded to the club until such time as the club has submitted payment to Kin Canada Headquarters. The Kit contains the following:

- Certificate of Membership suitable for framing (Frame may be ordered separately from Kin Sales).
- Lapel Pin.
- New Member's Handbook –information about the association that will give the new member a solid foundation in Kin
- CCFF Together for Life brochure
- Kin Sales flyer
- Club should insert copy of club roster.
- Club should insert copy of club house rules.

Installation of Officers: Plans should be made carefully with a well-prepared agenda. Although your president may do much of the planning for this event, he or she can use and will probably ask for your advice. Responsibility for the actual installation rests with the deputy governors.

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

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

Inter-Club Meetings: Inter-Club Meetings should be encouraged and promoted as they are a good opportunity for meeting and enjoying social activities with members from another Club and are usually a time for socializing. Plans should involve a visit at least once a year and hosting of a visiting Club at least once. All members should be encouraged to participate.

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

Bulletin: Your club bulletin is an excellent vehicle for education and information and should be an important part of your overall program. Regular releases from the national headquarters are forwarded to your club for insertion in your club bulletin. These releases keep your members informed on current

happenings across the Association and activities of the national board. It is your job to see these releases get into the hands of your club bulletin editor and are inserted into the bulletin.

Your district education/information chair may also, from time to time, send releases pertaining to the district which they would expect to be included in your bulletin and once again you should see that they get to your bulletin editor. As part of your education and information program for your year you can develop your own items for the bulletin, outlining interesting facts about your club, former members who perhaps have achieved public office, or facts about past projects. On a regular basis a column could be developed on a "Did You Know" basis or "Know Your Club Better".

You can assist your bulletin editor by encouraging members at all levels as well as past club and district officers to write editorials on various aspects of Kin. The bulletin can be used in many ways for education/information and you will find your bulletin editor more than willing to co-operate.

Founder's Night February 20: This presents an excellent opportunity for briefly reviewing the history of the Association and of the individual club. It is a time for reflection of the past and a rededication to the future. Many clubs on this occasion use an anniversary cake with candles. Guest speakers can speak on subjects relevant to Kin either as a national Association or as a local club in your community. Many different approaches can be taken, so long as the anniversary of the Association is recognized in a fitting manner.

Remember Kin Week - Week of February 20th: A Celebration of Kinsmen and Kinettes, during which the anniversary meeting is set each year, offers lots of public relations opportunities too. Plan and arrange publicity and media coverage for your area.

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

"Only In Canada: Kinsmen and Kinettes": This comprehensive, easy-to-read book covers Kin history through 1987.

Speakers and Debate: Whenever national or district officers are in your area, arrange, if at all possible, for them to speak at your regular meeting. You might even consider a special meeting if the officer is not available on a regular meeting date.

From time to time club members can address your club on the many facets of Kin about which they are knowledgeable and have perhaps had experience. Debates can stir up a great deal of interest among members and can be used very effectively for Education/Information. Topics can vary from dinner attendance to the merits of Inter-Club visiting, attendance at Conventions, the consumption of alcohol at dinner meetings, to almost any subject at all.

You and KIN Survey: This survey attempts to determine the types of activities members really want for themselves and their club. A "You and KIN" questionnaire deals with:

- Business meetings;
- Money-raising projects;
- Money-spending projects;
- Social activities.

The types of questions asked are as follows:

- Is (Friday) the best meeting night for you?
- Is the present time and location convenient for you?
- Do you feel that your executive has adequately prepared the various business matters before presenting them to the club?
- Please give us any comments or suggestions which might improve the business portion of our meetings for you.

- Personal service within the community - Would you like to support this type of service work next year?
- Would you like to see our club have more family events?
- Would you like to see our club participate in more inter-club visits?

Such a survey could indicate how the members in your club feel about any number of matters you might wish to place before them. It is worthy of consideration.

Projects

Clubs conduct their activities through "projects". These projects cover many types of events. Examples of several service projects are Radio Days, CF jog-a-thons or ParticiPark Fund-raising. Service projects are designed to raise money for community work or to provide a community service.

Club projects cover such events as dances, socials or club auctions. Club projects are designed to entertain or raise money. Both service and club projects require a chair and, in many cases, a committee to oversee the activity and carry it to completion. The following are several considerations in chairing a project within a club:

- Successful projects do not happen by accident. They occur as a result of careful planning by a chairperson.
- Chairing a project is an experience that is valuable to a club member in learning basic administration skills.
- If the project is an ongoing one or an annual event, the chair will ask previous chairs for help and check their reports.
- The chair will depend on their committee. He/she should not be afraid of delegating work to committee members, but being informed as to what members are doing is essential.
- The chair is the leader of the project and its successful completion is his/her responsibility
- The chair will keep the club and executive informed by periodic reports. The chair and committee must make project decisions as a separate body of the club, but if the committee encounters problems or expenses that were not part of the original idea, it must go back to the club for advice. This may take the form of a motion so that the matter is discussed. The committee's authority comes only from the original motion and intent the club has adopted. The chair must return to the club if the project has changed as the club understood it.
- When the project is completed, the paper work is not yet done. The proper way to end any project, no matter how small, is to make a final oral report at a general meeting and move for its "adoption". This act formally closes the project. A written report should be given to the president and some clubs require a written report for the bulletin as well. You may want to use the Project Report Form in the appendix. Chairing a project and overseeing it to a successful completion can be one of the most satisfying experiences that a club member can have.

Committee operations

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

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

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

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

Procedure In advance:

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

During the meeting:

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

Afterwards:

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

Leading discussion

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

- Define the topic - note key words and what they mean in the context. Get agreement on what is to be discussed at the start.
- Ask questions that you think will get discussion going. Make a list in advance. If one question does not work, ask another.
- Keep on track - without being too rigid, try to focus discussion on the topic at issue.
- Use constructive tactics - the right question or comment can help direct discussion and guide participants in positive ways. Some examples:
- To cut off the wordy speaker: "While we are on this point, let's hear from Joe or Mary".
- To handle a question that you cannot answer: "I do not know. Who does?"

- To get past heated argument: "I think we know how Joe or Mary feels about this. Who else would like to discuss the issue?"
- To help the member who has difficulty expressing himself: "I wonder if what you're saying is this...?"
- Summarize - to check needless repetition; to get back to the subject; to record progress to date.
- Encourage general participation – the chair should remain in the background making suggestions rather than issuing directives; all sides should have their say; participation should be invited from non-participants.

Scheduling

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

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

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

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

Socials

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

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

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

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

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

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

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

Nominations

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

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

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

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

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

Responsibilities

Responsibilities to zone, district, and national

Service and Information

As club president, you are responsible for serving and informing your club members. You are also responsible to keep zone, district and national informed of your club's activities. The following are some of your specific responsibilities:

To Your Club:

1. Act as chair of all general and executive meetings.
2. Attend to all national, district and zone correspondence directed to the president.
3. Appoint all committee chairs and assist them in selecting their members.
4. Keep a close watch on the program of meetings.
5. List month by month activities that require advance planning.
6. Use the information and instructions received at the zone executive seminar.
7. Attend as many committee meetings as possible and see that all committees are functioning properly at all times.

To Your Zone and District:

1. Attend all district and zone meetings that require your attendance. The district council is composed of the district officers and club presidents. Thus, the president is responsible for reports both to the district council and their own club. If unable to attend, be sure to send an authorized delegate.
2. Be able to report fully to zone conferences on all club activities such as finance, attendance, projects, etc.
3. See that copies of the president's reports are submitted to the zone.
4. Be sure district membership fees and assessments are paid promptly.
5. See information requested by district is promptly submitted and all correspondence is acted upon
6. Be responsible for seeing the president-elect of the club is in attendance at the president's instructional meeting and any such meetings at the zone level.
7. Arrange to be present with as large a delegation as possible at all zone and district meetings. It is at these meetings members can see what Kin means on a scale larger than the confines of their own club.

It is through the district and zone that the club maintains a personal touch with other clubs in its particular area. It is at district council meetings, conventions and zone conferences that problems and ideas pertaining to their immediate territory are discussed and, if necessary, passed on as recommendations to the Association.

To Your National Association:

1. Prompt reply to all correspondence and requests for information from all national officers.
2. The president shall, upon receipt of notice, arrange for prompt payment of national membership fees.
3. All material mailed to the clubs from national is addressed to the club president. It is your responsibility to see this material is immediately passed on to the proper club officer or committee chair. You should follow up and see a prompt reply is given.
4. Arrange to have, if at all possible, at least one delegate at national convention.
5. Instruct club committee chairs to co-operate with national chairs.
6. Bring to the attention of their executive and club all releases from the National Board of Directors and National Headquarters and ensure relevant publications are circulated.

7. Much material for communication to the general membership will be sent to the president. You should see it is read at general meetings or given to the bulletin editor for publishing in the next bulletin.

The Club Year

Following club elections held in April or May of each year, the president-elect will find valuable time lies ahead before they are officially installed in office. As president-elect, take advantage of this time to carefully plan the club year.

1. Meet with new executive and decide on club policy for the following year.
2. Plan joint meetings of new and old executives so there will be continuity when the new executive takes office.
3. Develop a membership budget for the year.
4. Plan all standard or traditional events for the year at this time.
5. Make all regular committee appointments so each can be announced as a standing committee upon the start of the club year.
6. All executive officers-elect should review their section in this manual, and all committee chairs for the next club year should receive written instructions or the use of the guides.

Club Meetings

Start the year by drawing up a club calendar of meetings. Following is a suggested list of important events:

1. Election Night - This is held by May 15th or district convention, whichever comes first.
2. Initiation Meeting - Many clubs set special nights aside for closed meetings to initiate new members. Make them impressive.
3. Inter-club Visits - These should be spaced at regular intervals throughout the club year.
4. For variety, have a Past Presidents' Night or a Club Anniversary Night.

Fundraising Projects

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

Social Activities

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

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

Education

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

Club President's Manual: This is an administrative aid sent to each club. Review it and keep it handy throughout your year. Be sure to pass this manual along to next year's president.

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

Life Memberships: The awarding of a Life membership is governed according to the by-laws. Be familiar with the procedure for awarding a Life membership. Two important points to remember are:

1. A club can only award one life membership in a two year period, and
2. The club must appoint a Life membership selection committee in accordance with the by-laws.

If a club wishes to award more Life memberships in one year than are permitted or can't appoint a properly constituted Life membership committee, it must apply to the executive director for exemption, as provided for in the by-laws.

Incorporation

By means of incorporation a club becomes a legal entity. This gives the individual members a measure of protection in the event of prosecution or legal liability as a result of a contractual obligation incurred by the club. This applies particularly to the president and executive and to project chairs who might otherwise be considered as the responsible parties in the event of an accident or a breach of contract.

When a club charters, members must be prepared to enter into a complicated but necessary process of incorporation. All clubs within the Association are required to meet these legalities.

Be prepared to enter into a name search of your club before you can officially incorporate. Also ensure you set a proper financial management program in place in order to meet the requirements of an incorporated body.

At year end, the club must complete an audit or financial statement of club accounts. This does not have to be done by an accountant but must be done by someone outside of your executive who has knowledge of ethical business accounting practice.

The following is a list of the provincial incorporation offices. Please contact these offices for further instruction on incorporation.

PROVINCIAL INCORPORATION OFFICES

Alberta:

Alberta Registries, Corporate Registry,
Mailing address:
PO Box 1007, Station Main,
Edmonton, AB T5J 4W6
Tel: 780-427-2311 (RITE line within Alberta
310-0000) Fax: 780-422-1091
www.governmentsservices.gov.ab.ca

British Columbia:

Ministry of Finance & Corporate Relations,
Corporate & Personal Property Registries,
Societies & Cooperatives Unit, 2nd Floor, 940
Blanshard Street, Victoria, BC

Mailing address:
PO Box 9431, Station Provincial Government,
Victoria, BC V8W 9V3
Tel: 250-356-8673 775-1046 (direct dial free
line from GVA) Fax: 250-356-6977
www.fin.gov.bc.ca/registries

Manitoba:

Manitoba Consumer and Corporate Affairs,
Companies Office,
10th Floor, Woodsworth Bldg.,
405 Broadway, Winnipeg, MB
Mailing address: 1010-405 Broadway,
Winnipeg, MB R3C 3L6
Tel: 204-945-5999 1-888-246-8353
Fax: 204- 945-1459
www.companiesoffice.gov.mb.ca/index.html
Email: companies@cca.gov.mb.ca

New Brunswick:

Service New Brunswick, Corporate Affairs
Branch
PO Box 1998
432 Queen Street, Fredericton, NB, E3B 5G4
Tel: 506-453-2703 Fax: 506-453-2613
1-888-832-2762
www.snb.ca

Newfoundland & Labrador:

Government Services & Lands,
Registry of Deeds & Companies,
Confederation Building,
St. John's, NF
Mailing address:
PO Box 8700, St. John's, NF A1B 4J6
Tel: 709-729-3317 Fax: 709-729-0232
www.gs.gov.nl.ca//cca/cr/corp-ann-ret.stm

Nova Scotia:

Registry of Joint Stock Companies,
9th Floor, Maritime Centre,
1505 Barrington Street, Halifax
Mailing address: PO Box 1529,
Halifax, NS B3J 2Y4
Tel: 902-424-7770 1-800-225-8227
Fax: 902-424-4633
www.gov.ns.ca/snsmr/rjsc/
Email: joint-stocks@gov.ns.ca

Ontario:

Ministry of Consumer & Business Services,
Companies Branch,
375 University Ave., 3rd Floor,
Toronto, ON M5G 2M2
Tel: 1-800-361-3223 Fax: 416-314-5125
www.cbs.gov.on.ca/mcbs/english/company_info.htm

Prince Edward Island:

Office of the Attorney General,
Consumer, Corporate and Insurance Division,
4th Floor, Shaw Building,
95 Rochford Street,
Charlottetown, PE
Tel: 902-368-4550 Fax: 902-368-5283
www.gov.pe.ca/index.php3?number=81114

Québec:

L'Inspecteur général des institutions financières,
Direction des entreprises,
800 place d'Youville, Rez-de-chaussée,
Québec, PQ
C.P. 1364, Québec, PQ G1K 9B3
Tel: 1-888-291-4443 Fax: 418-528-5703
Montréal Office: 800, Tour de la Place-Victoria,
Niveau promenade, Montréal, PQ H4Z 1H9
Fax: 514-873-6431
www.gouv.ca/portal/quebec/pgs?lang=fr

Saskatchewan:

Saskatchewan Justice, Corporations Branch,
2nd Floor, 1871 Smith St.,
Regina, SK S4P 3V7
Tel: 306-787-2962 Fax: 306-787-8999
www.saskjustice.gov.sk.ca/corporations/default.shtml
Email: corporations@justice.gov.sk.ca

Object and Aims

The object and aims of all clubs are set forth in the national General Operating By-law. They call for assistance in the sponsoring of the club's projects, community service, stimulation of interest in community welfare, and promotion of social activities.

Individual clubs can adopt other aims if they wish, provided they are not in conflict with the Association's Object and Aims. These may involve specific interests or concerns of the club's region. They may reflect ongoing membership preference as well.

Responsibility to the Public

It should be remembered a club can only operate successfully with the confidence and support of the community. To this end, the membership must conduct business and social activities in a manner that will be a credit to the Association.

All social events held by the club should be conducted in a responsible manner. Remember, particularly in smaller centres, these events are closely observed by the public and unbecoming conduct will reflect on the Association as a whole. It will have a strong bearing on community support.

1. Funds raised come from the general public in the immediate vicinity. Endeavour to put most of this money back into "the community's greatest need," and let residents see worthwhile results for their patronage. National projects should also receive support when required and the public should be fully advised of the necessity for such support. Defining the word "community" is up to each individual club.
2. It is generally better for clubs to have their own activities, but all should cooperate to promote the general welfare of the community. Give full co-operation to other service clubs or organizations in the community whenever possible.
3. See that the club is properly represented at all worthwhile civic projects and activities.
4. Keep the public informed of the activities of the club in the field of service by continual public relations.

Community Service

Each club has absolute autonomy in the selection of its activities within its own boundaries. The national Association does not desire or attempt to prescribe or regulate community service projects engaged in by each Kinsmen, Kinette or Kin club.

National and district projects, whenever they are formulated, are to be given every consideration when participation is requested. They serve a vital purpose in making our organization more integrated with each individual club member aware they are also a member of a larger association.

The following criteria are suggested in selecting service projects:

1. A club should only endorse a project when the club is prepared to accept its full share of responsibility in such a project.
2. The club should avoid duplication of services by consulting and co-operating with existing organizations in its community.
3. The executive should weigh carefully any project that continues for more than its term of office. Enthusiasm for any project tends to dwindle with the length of time necessary to complete it.
4. Community service activities requiring personal services are more in accord with Kin ideals than money-raising projects alone. Should information be desired on a project, contact your zone or district officer.
5. Please refer to the Community Needs Assessment Form in the appendix section of this manual.

Insurance

The Association has a comprehensive Liability Insurance Policy which covers all clubs, including their associates, in case they are found liable by the public. It is not an personal accident policy for Kinsmen/Kinettes. It does provide up to \$5 million of basic insurance for injury to persons or damage to property of others, as a result of any Kinsmen/Kinette/Kin operation. If a certificate of insurance is required, please complete the Certificate of Insurance Request form found on the Kin Canada Website under Risk Management. Important: No Kinsmen/Kinette should at any time admit responsibility or liability. You may advise any claimant that you are referring the matter to your insurers and they will be contacted in due course. Contact National Headquarters for additional information.

It is strongly suggested that if your club is organizing an event, such as rodeos, car rallies, snowmobile races, sports tournaments or competitions, where an individual is competing in an activity, that you require all participants to sign a waiver of liability form. Example waivers can be found in the Step-by-Step Risk Management Guide or on the Kin Canada website. All you need to do is complete the blanks and insert the name of your club after "Kin Canada." Once signed, it should be kept on file until the event is over and you are certain that no problems occurred. Though this does not guarantee that a lawsuit will not occur and also that if it did occur that it wouldn't be successful, it is one further way of ensuring that participants understand that what they are taking part in carries some risk.

Comprehensive Liability Insurance Resume

ALL racing events or vehicle contests that involve automobiles, go-carts, motorcycles, snowmobiles, etc., ARE NOT COVERED.

COVERAGE FOR RODEOS is excluded but can be added on an individual basis, subject to confirmation by HKMB Insurance Brokers (Previously named Morris & Mackenzie Inc).

All events involving:

Circuses ARE NOT COVERED.

Aircraft or Balloons ARE NOT COVERED.

Watercraft in excess of 26 feet ARE NOT COVERED.

Bungee Jumping ARE NOT COVERED.

If your club is involved in sponsoring such events, separate coverage may be obtained, in some cases, at an additional premium.

The "DETONATION OF FIREWORKS" by a club and/or any members for the purpose of public viewing is EXCLUDED from this policy coverage, UNLESS they can provide proof of valid underlying liability insurance with a limit of not less than \$1 million for that particular event and that proof names Kin Canada as an additional insured..

SALE OF FIREWORKS is covered, provided there is no altering or repackaging and subject to approval by HKMB Insurance Brokers (Previously named Morris & Mackenzie Inc).

Policy is subject to a Circus Exclusion, Amusement Devices Exclusion, Sexual Abuse Exclusion, Animal Mortality Exclusion, and Employment-Related Practices Exclusion.

Bodily injury to athletic or sports participants is generally excluded. Coverage may be arranged on an "event" basis for an additional premium.

The insurance does not cover liability for the operation of any mechanical amusement device. "Proof of valid underlying liability insurance with a limit of \$1 million is provided by the amusement device operator and that proof names Kin Canada as an additional insured.

Coverage for excluded events may be arranged for an additional premium.

Please contact HKMB Insurance Brokers (Previously named Morris & Mackenzie Inc) with full particulars FOUR (4) weeks in advance of the event.

Do not, at any time, admit responsibility of liability. You may advise any claimant that you are referring the matter to your insurers and they will be contacted in due course.

This resume is intended to give you a basic description of the protection afforded. However, any claim that occurs will be subject to the terms, conditions and exclusions of the actual policy wording on file at National Headquarters.

The basic insurance is designed to protect you and your club in case of lawsuits resulting from Bodily Injury and Property Damage to third parties. The total minimum Limit of Liability is \$5 million, comprised of a \$1 million primary Comprehensive General Liability policy and a \$4 million Umbrella Liability policy covering club operations. Included in the basic coverage, are the following:

1. Occurrence Property Damage

The coverage normally provided by liability policies is on a "caused by accident" basis. This restriction is amended by making the coverage apply on an "Occurrence Basis."

2. Personal and Advertising Injury Liability

Personal injury includes protection for any liability arising out of:

- (a) False arrest, malicious prosecution, wrongful detention or imprisonment;
- (b) Libel, slander, defamation of character or humiliation;
- (c) Invasion of privacy, wrongful eviction or wrongful entry;
- (d) Misappropriation of advertising ideas;
- (e) Infringement of copyright.

3. Contingent Employer's Liability

Pertains to employees covered under Workers Compensation; it affords "contingent" liability to employees in case of an unusual situation where workers compensation doesn't respond and the injured employee is able to sue his/her employer.

4. Employers Liability

Coverage against the common law liability of an employer for injuries to employees, as opposed to liability imposed by Workers Compensation law. This coverage applies in those situations where a worker does not come under any W.C. law.

5. Products and Completed Operations Liability

A principle element of general liability insurance, which applies to claims arising out of products sold, manufactured, handled, or distributed, or operations which are completed and abandoned. Products must be away from the Insured's premises and have left the insured's possession to be included under this cover, just as operations must be completed or abandoned.

6. Contractual Liability

A standard Comprehensive Liability policy limits Contractual Liability cover for liability assumed only under certain reported contractual agreements, such as "Railway Sidetrack Agreement, Easement Agreement, Elevator Agreement, etc." This policy is amended to broaden the contractual liability cover so as to cover all contracts under which the insured assumes tort liability of another, if the contract is made prior to any Bodily Injury or Property Damage actually occurring.

7. Incidental Malpractice

Coverage is provided for the club members who are held responsible for the injury caused to a third party by the administration of first aid.

8. Additional Insureds

Association coverage has been extended to include all members and volunteers while acting on club activity. In addition, to indemnifying the member, the costs of defense are also paid, even though the club may eventually be held entirely liable. Certificates for additional named insureds

may be obtained by contacting the National Risk Management Coordinator at National Headquarters.

9. Non-Owned Automobile Liability

This policy grants cover to the club itself for legal liability arising out of the operation of non-owned vehicles while on club business if you become involved in a suit arising from the operation of the non-owned vehicle. Legal liability for damage to non-owned vehicles is covered to a limit of \$30,000 and subject to a deductible of \$500. Note that these vehicles must be rented in the club's name for this coverage to apply.

10. Unlicensed Automobiles

This policy has been extended to cover liability for unlicensed automobiles that are held as prizes for draws; coverage does not apply for vehicles operated on a public road or involved in a race or contest.

11. Non-Owned Watercraft

Coverage is in effect for liability claims arising out of the use of Non-Owned Watercraft of 26 feet in length or less.

12. Tenants All Risk Liability

The policy includes coverage at any rented premises for legal liability resulting from damage to the premises. This coverage is intended for short term occasional rental. Any club whom enters into a long terms lease agreement at a premise must carry a separate insurance policy.

13. Liquor Liability

This coverage is provided to protect clubs from claims that may arise from the serving or sale of liquor at club functions.

14. Foundations

This policy has been endorsed to include any charitable subgroup of the club that mirrors the main group from an administration basis:

15. Claims Procedure

In the event of any incidents involving Bodily Injury and/or Property Damage to a third party, the attached incident report is to be completed immediately and forwarded to National Headquarters. National Headquarters staff is to be immediately advised of any circumstance indicating that an eventual claim may be made against any Director or Officer. Please note that HKMB Insurance Brokers (Previously named Morris & Mackenzie Inc) will not accept any claim notification that has not been received by National Headquarters. It is, therefore, imperative that any such circumstance (and all relevant documentation) be communicated without delay to National Headquarters staff, who will then contact HKMB Insurance Brokers (Previously named Morris & Mackenzie Inc) on your behalf.

16. Deductible

Please note that a \$5,000 deductible amount applies to each Bodily Injury and/or Property Damage occurrence, including expenses.

NOTICE REGARDING CERTIFICATES OF INSURANCE If you are required to furnish "**PROOF OF INSURANCE**" for a project OR wish to confirm coverage for a specific event, contact National Headquarters Risk Management Coordinator 1-800-742-5546

Director's and Officer's Insurance

In law, an association or club is responsible for the wrongful or negligent acts of its directors, officers, volunteers and employees when these acts are done in the course of the association or club's activities.

In response to a voiced concern by many members that sufficient protection did not exist for club executive members who act in good faith on behalf of the club, the Association has negotiated and purchased a Director's and Officer's Liability Insurance policy. The premium for this policy is passed on to the club through the annual membership fees billing for dues. It is a club premium (as opposed to a per member premium) and is payable from the service account.

What type of lawsuits could be launched against a club? Consider the following:

- The club executive wrongly suspends a member for conduct unbecoming and that member sues the club, its officers and directors.
- The club is scheduled to host district convention or zone conference and, for whatever reason, has to cancel. The hotel and/or meeting facilities are not able to resell the space. They could sue the club, its officers and directors for costs.
- The club bulletin editor finds an interesting article in a magazine and decides to reprint it in the next club bulletin. The author sees it and sues for plagiarism and/or infringement of copyright.

These are only examples and are not meant to suggest that all similar examples would be cause for a lawsuit. The point remains that anyone can sue, regardless of whether they win or not. If your club was to be sued, this policy would cover defense costs as well as the cost of the lawsuit itself.

It is also important to note that this policy is not a policy for accidents incurred by members, nor is it intended to cover suits which are normally covered by our comprehensive general liability policy for personal injury or property damage. As well, it does not cover for criminal offences where the individual wilfully committed a crime. The following summary will provide you with further information and more specific exclusions of the policy.

National Director's & Officer's Liability Insurance

Do not, at any time, admit responsibility of liability. You may advise any claimant that you are referring the matter to your insurers and they will be contacted in due course. This resume is intended to give you a basic description of the protection afforded. However, any claim that occurs will be subject to the terms and conditions of the actual policy wording on file at National Headquarters.

This insurance for your club is designed to protect as follows: Limit of Liability \$1,000,000 per loss; \$5,000,000 aggregate limit policy year including defense costs.

Who is insured?

- Past, present and future directors, officers, trustees, employees, volunteers, committee members of your club including the estates, heirs, legal representatives and assigns of each of the above. Note - Deductible - Nil
- Your club on behalf of the Corporation, for all loss for which the Corporation may be required or permitted by law to indemnify such Assureds. Note - Deductible - \$2,500. (Club's Responsibility)

What is insured?

- Legal liability for claims made during the policy period for wrongful acts.

What is a "wrongful act"?

- Any actual or alleged error or misstatement or misleading statement or actor omission or neglect or breach of duty by the Assureds in the discharge of their duties, individually or collectively.

Loss Covered

- "Loss" shall mean damages, settlements and costs, charges and expenses, provided, however, that loss shall not include punitive or exemplary damages, criminal or civil fines or penalties imposed by law or matters that are uninsurable under the law pursuant to which this policy shall be construed.

Important Exclusions:

- Personal profit or advantage
- Return of remuneration which should not have been paid
- Fraudulent, dishonest, or criminal acts
- Claims insured by other valid insurance
- Bodily Injury and Property Damage (see National Liability Program)
- Wrongful act or any fact, circumstance or situation where notice has been given prior to Aug. 30, 1994 (date your cover began) including interrelated wrongful acts
- Claims made by another director or officer unless it is part of and results directly from a claim not otherwise excluded
- Claim made by the club against a director or officer
- Pollution
- Duties not related to club activities
- Claims of which the Insured have received notice, or of which they otherwise have knowledge prior to Aug. 30, 1994
- Claims arising out of fiduciary liability (Liability of, or pertaining to directors or officers acting as a trustee or trusteeship, i.e. wrongful use or mismanagement of a trust fund)
- Wrongful dismissal excluded, except to a very limited degree (ie. If the Courts awarded a dismissed employee severance pay in excess of the amount given by the Corporation, the Insuring Company would not reimburse the Corporation for this difference; however, the policy would likely respond towards defense costs).

For information or a claim, you are instructed to contact the National Risk Management Coordinator at National Headquarters: 1-800-742-5546

Major Emphasis

National service project

Kin clubs across Canada often join together to address needs that are larger than those in the community in which the individual club operates. In the past, projects such as "Milk-for-Britain" and the Kinsmen National Institute on Mental Retardation were conducted on a national level with all clubs involved.

Nationally, all eight districts are behind cystic fibrosis (CF) fundraising. Money raised is earmarked for research programs to find a cure or control for the disease. The Kin family has raised millions of dollars for CF research. CF was first supported in 1964, and we have supported it ever since. However, it was not until 1987 that CF was officially adopted as a national project.

Various projects and promotions have been used to raise money for CF, such as the sale of Kevin Denbok cassettes, CF bubbles, etc. Many clubs have developed innovative projects of their own, including jog-a-thons, bed races, road tolls, etc. Through these projects, more than \$1 million dollars is raised annually.

As concerned community members, the Kin family is helping raise money for CF research. Valuable leads to this dreaded disease are being tracked down with Kin dollars. In fact, the Kin family is the major donor for CF research in the world. This is an accomplishment we should all be proud of. With this type of commitment, a cure will surely be found.

The Kin family has demonstrated, with its support of CF, its readiness to meet the challenge. It is this readiness on the national, district and club level that keeps Kin in the forefront of all Canadian service clubs.

Cystic Fibrosis

Cystic fibrosis (CF) is a genetically transmitted, incurable disorder, which affects primarily the lungs and digestive system. While a growing number of people with CF are living into adulthood, CF continues to take the lives of more Canadian children than any other inherited disease.

Kin Canada has made CF its only national service project. Each club is encouraged to hold a project for or make a donation to CF. Kin have raised more than \$34 million to aid CF research. The Kin/CF Liaison Committee is comprised of the district service director(s), the national service director and the Kin CF liaison officer. This board, funded by the Canadian Cystic Fibrosis Foundation (CCFF), meets twice a year with the Foundation to be educated in recent developments, meet the researchers, and discuss the Kin/CF goals.

The following is a research update that was published in an edition of *Candid Facts* – the Foundation's newsletter. "The 22 August 1991 issue of the *New England Journal of Medicine* contained an article outlining a possible new strategy for treating CF. The hope is that this approach might facilitate the drainage of secretions from CF lungs, and thereby help prevent the accumulation of mucus and the repeated bacterial infections which are so destructive to lung tissue."

Combine this news with the recent information that Canadian researchers are able to identify precisely which cells in the body are affected by CF and you can see the great strides researchers are making.

The 21 August 1992 issue of *Science Magazine* reported on the development of the "mouse model" of CF. The North Carolina group of doctors successfully introduced the defective gene that causes CF to stem cells from mouse embryos. The CF mouse model is expected to shed light on the disease

process and to provide a system in which potential new treatments for CF, including gene, protein and drug therapy, can be tested and refined.

This progress is due, largely to the continued financial support that Kin has provided to the CCFF. Congratulate yourselves. You deserve it. However, the work is not done yet. There is so much left to be discovered and Kin will have to work harder than ever to help provide the funding for further research.

Along with the club service director, it is your responsibility to keep the members of your club motivated. Your district service director, local CF chapter and the Foundation are there to help you. Try new fund-raising techniques, socials, etc... We must do all we can to continue supporting the CCFF until the cure is found.

Services from National

National Disaster Fund

Can you imagine the funds required to rebuild a community after a tornado, flood, etc? This fund was established to provide short-term immediate financial assistance to any area within Canada declared a disaster area, where a definite need for such assistance is shown to exist. All clubs are encouraged to donate regularly to the National Disaster fund to help relieve the burden of an individual community.

Requests for help are sent to the committee who will determine whether the problem meets the criteria established in the national terms of reference and, if acceptable, allot funds to aid that community.

Hal Rogers Endowment Fund and Kin Canada Bursaries

In memory of the Association's Founder, who passed away in September 1994 at the age of 95, Kin Canada established the Kin Canada Bursary, a program of the Hal Rogers Endowment Fund.

Introduction

Throughout his life, Hal Rogers believed in the value of education. In his own words, "providing and promoting the finest and most effective education possible for our young people" was a noble endeavour. He was dedicated to the concept of education throughout his life. His commitment is evidenced in his many years as a trustee on the Forest Hill Board of Education. His devotion to the concept of education for young people was recognized by the Ontario Secondary School Teachers' Federation, which named him the first recipient of the coveted Lamp of Learning Award in 1950. The Lamp of Learning is awarded annually to a non-teacher who has contributed to the furtherance of education in the Province of Ontario. In the early 1980's, the concept of developing an endowment fund for the purpose of promoting and encouraging the pursuit of education was discussed with Founder Hal.

Purpose

In memory of the Association's founder, who passed away in September 1994 at the age of 95, Kin Canada has established the Kin Canada Bursaries, a program of the Hal Rogers Endowment Fund. Its purpose is to promote, encourage and sponsor educational programs and activities.

Spokesperson

Trustees of the Kin Canada Bursaries program are proud to have Diane Rogers, daughter of our Association's founder, as honorary spokesperson.

Assistance

Through the fund, assistance to applicants is available in their quest for higher learning at a recognized university, community college, technical institute and other schools for advanced education. The Endowment Fund awards \$1,000 bursaries to successful applicants. The amount disbursed in any one year is in accordance with the Fund's balance and its governing laws. Through the fund, our founder's strong belief in the importance of a solid educational background is being carried on. For all he gave to us, we can share and give back to others in a way in which he himself believed in - the quest for

higher learning.

Who is Eligible?

Applicants to the Kin Canada Bursaries must be Canadian citizens or landed immigrants; and must be full-time students in the process of graduating from high school, OR currently studying OR registered (OR planning to register) at a post-secondary institution (bursaries are for the upcoming school year). The bursary is effective in September of the upcoming school year. The applicant may be furthering their education in any field, must be a good general student, have high ideals, and be involved in their community as a volunteer or through employment or both. Anyone interested in applying for this bursary must use the standard application form, available at www.bursary.ca and submit it to the Kinsmen, Kinette or Kin Club nearest their permanent residence by February 1st. Selection takes place in May.

The Club's Role

Clubs play a vital role in the Kin Canada Bursaries program. It is our goal as trustees to obtain 100% participation of all clubs in our association in Founder Hal's vision to support those pursuing education dreams.

Donations

Kin Canada Bursaries, thanks to generous donations of Kinsmen and Kinettes and members of the public across the country, is now the second largest provider of bursaries among service organizations. The strength and success of this bursary program depends on the support of our clubs and the generosity of individual members. We encourage you to include a donation to the Hal Rogers Endowment Fund as a regular budget item on your club's annual budget.

Thank you for helping us help our future teachers, doctors, nurses, and musicians in their quest for higher learning.

Recognition Program

Donations from Kinsmen, Kinette and Kin clubs to the fund are suitably recognized at District Fall Leadership Conference. As well, current club donations are published in the print and on-line issues of Kin Magazine.

Cumulative club donations to June 30th each year are recognized with awards, based on the following donation amounts:

\$ 500	Banner crest for club
\$ 1,000	Badge add-ons for club members
\$ 2,500	Club plaque
\$ 5,000	Lapel pins for club members
\$ 10,000	Honourary Trustee name badges for members
\$ 50,000	Custom jackets for club members
\$100,000	Custom watches for club members

Application Forms – Distribution

Each club in the association receives copies of the application form in the fall. Application forms are also available on our website at www.bursary.ca. We're asking each club to make extra photocopies and distribute them to the local school board(s) and high schools by December 1st. (Additional copies of the application form can be downloaded from www.bursary.ca). As a suggestion, you may want to coordinate the distribution effort with the other Kin clubs within your community and you may also wish to place them in libraries, technical schools and community colleges. Canadian universities and major Colleges are notified by National Headquarters on the availability and how to access the application forms on our website, annually.

Club Selection Committee

Clubs are urged to establish a Kin Canada Bursaries Committee early in the Kin year to review and evaluate application forms submitted by students.

It is recommended that this committee be of no less than three members, consisting of two Kin members and an independent community member (e.g. Kinsman, Kinette, and teacher) or you may have two members from your club and a community member or all members from your club. You may also wish to set up a joint committee with the other clubs in your community.

Since applicants may submit their application form to the local Kinsmen, Kinette or Kin Club, it is very important that clubs communicate to each other so that your community submits as many applicants as possible. Remember, each club can submit one endorsed application.

Club Selection Process

Your club will be receiving applications from individuals for Kin Canada Bursaries, to be received or postmarked by February 1st. Clubs should not start their selection process until after the February 1st deadline to ensure all applicants who have met the timeline will be given equal consideration.

Once a student submits an application to your club, your involvement with the selection process is mandatory.

Clubs are urged to develop a screening process to review applications and for selecting one candidate from all applications received. If after the selection process, your club feels they do not have a strong candidate, then you need not submit a candidate for consideration.

Evaluating Applications

It's important that you, as chair, review the materials and inform your committee of the duties and responsibilities expected of them. Additional information is available electronically from the website at www.kinCanada.ca or within the appendix.

Please feel free to make copies of the "Club Guidelines for Evaluating Applications and the Kin Canada Bursary Evaluation form" which can be found in the index. This is a guideline which lets you see what the Board of Trustees looks for in applications. It will also assist you further when scoring an application form as it provides notes to explain the scoring guide.

Remember that this is a bursary program – bursaries are awarded primarily based on financial need.

Club Endorsement:

Each club is responsible for selecting two candidates from all applications received and forward the original application plus six photocopies (of the entire application form) to the Board of Trustees of Kin Canada Bursaries no later than March 1st.

The selection committee submits the two proposed applicants names to the club for endorsement (if they feel they have a qualified applicants who merits consideration).

Your club president must sign and complete the club endorsement section of the application form. The original and six photocopies (of the entire application form) must be submitted to the Board of Trustees for Kin Canada Bursaries by March 1st. Remember that your club can submit only two endorsed application forms. If the club president is related to the applicant, then another club executive member must sign the form. It is very important that the telephone, fax and e-mail information are included so that we may notify the club if their applicant's application was selected to receive a bursary.

Clubs are urged to notify the applicants whose application form were endorsed, as well as those applicants that were not successful at the local level. Please ensure that your endorsed applicants are aware that successful endorsement at the club level is the first step of the process. It does not guarantee a bursary being awarded.

Club Checklist

A club checklist has been provided (on the website or within the index) to assist you in ensuring you have met all of the requirements as set out by the Board of Trustees. Please make sure all deadline

dates are met and that you have sent the original application form, the proof of citizenship and the student's most recent full year transcript PLUS six photocopies of the 4-page application form to the Board of Trustees of Kin Canada Bursaries c/o Kin Canada, P.O. Box KIN, 1920 Hal Rogers Drive, Cambridge, Ontario N3H 5C6.

NOTE: The Club score sheet, guidelines for evaluation and club check-list can be found in the index section of this manual. You may also access them from Kin Canada website.

National Selection of Bursary Recipients

Decisions of bursaries to be awarded are made by the trustees in the spring. Successful applicants will be presented with their bursaries by local club representatives. A minimum of two (2) recipients will be selected per District.

Notification

If an applicant forwarded by your club is awarded a bursary, the sponsoring club president will be notified by May 30th, via phone or email. Your club will have the honour of arranging for media coverage and a mock presentation of the bursary may be made to your local candidate on behalf of Kin Canada Bursaries program. **NOTE:** The actual bursary cheque will be sent directly to the student upon receipt of proof of registration from their university or college.

Successful applicants and sponsoring clubs will then be notified in writing by June 30th. Unsuccessful applicants will not be notified; however ALL other sponsoring clubs will be notified.

In the Spirit of Giving

Your gift, large or small, will definitely make a difference. It will help the Association maintain the ability to contribute in a positive way to our children's education. A donation to the Kin Canada Bursaries, a program of the Hal Rogers Endowment Fund, is a gift that will have an impact on the lives of others for years to come. It is a simple and practical way to invest in the future. Your personal donation is also tax deductible. (Charitable Business #11895 1177 RR 0001)

What is Planned Giving?

Planned gifts may either be an outright gift or a deferred gift. Outright gifts are donated for immediate use by the Fund and are often made on an annual basis. Deferred gifts are arranged now but are deferred, for use by the Fund, to a specific time in the future. Examples of deferred gifts are bequests, insurance policies, annuities and memorials.

What are the Benefits?

Planned giving maximizes for you, the donor, and others close to you the available tax, financial, and estate benefits. It ensures that your personal and financial objectives are met. Planned giving is personally rewarding.

Information

For further information about the Kin Canada Bursaries, please contact us or visit our website to download the application form.

Kin Canada Bursaries
Box KIN, 1920 Hal Rogers Drive
Cambridge, ON N3H 5C6
Tel.: 519-653-1920 ext. 215 or toll-free 1-800-PICK KIN ext. 215 Fax: 519-650-1091
email: kinhq@kincanada.ca
website: www.bursary.ca

Kin Magazine

KIN Magazine, the official publication of Kin Canada, is published in print three times a year (February, June and October). Online editions are posted at www.kincanada.ca during the months of April, August and December – the online editions are comparable in size to a print edition and we encourage all members to read them.

KIN Magazine is a resource for members and potential members. Its mission is twofold: To connect Kinsmen and Kinettes from coast to coast by highlighting club projects and member achievements, and to publish Association news publicly. Members are encouraged to contact the KIN Magazine Editor at Headquarters with stories and photographs.

Advertising in KIN Magazine is a good source of non-dues revenue. By encouraging businesses to advertise in KIN Magazine you'll be helping to attract more non-dues revenue. New this year is a Kin Business Directory – check out rates at www.kincanada.ca/news/kinmagazine/index. Kin members and committees receive a discount. Contact the KIN Magazine Editor at Headquarters for more information.

The national website (www.kincanada.ca) contains a wealth of Kin information and news, including online editions of the KIN Magazine. All updates are done in-house, with updates happening on a daily basis. Log on each day to see what's new. If your club has an upcoming event, please contact National Headquarters to have it posted under the Current Events section. We are currently working on mirroring our English site in French, increasing our services to our French speaking members.

Kin-nections, a member-only newsletter, is distributed with the quarterly club mailings. It contains timely information from National.

The Membership Matrix is an on-line publication exclusively for members. A monthly e-newsletter, the Matrix themes focus on membership issues, with articles and editorials submitted by members of the National Membership Committee. It is designed, edited, and posted to the Kin Canada website each month by the Communications Department. It is also available on a subscription basis and requests to be included on the distribution list can be sent to the Membership Development Coordinator at National Headquarters.

The Kin L.I.N.K. is a quarterly on-line publication exclusively for members. Kin L.I.N.K. focuses on education of Kin members and features articles submitted by members of the National Education Committee. The newsletter is posted on the Kin Canada web-site and is also available by subscription by contacting Kin Headquarters.

The Kin Canada Foundation

The Board of our national charitable foundation, the Kin Canada Foundation, became a reality a couple of years ago. It has been a long and arduous task to put all the legal pieces in place to be an entity that can and will work with Kin Canada. One of their immediate tasks was to develop the mechanisms that will allow clubs to channel fundraising proceeds through the Foundation and to the final recipient. This has now been done and allows the club to give receipts to donors. Subject of course to adhering to Canada Revenue Agency regulations. The Foundation is also working on ways to partner with clubs in carrying out projects, and has already done so with a couple of Kin Clubs. In time, the Foundation will be an important vehicle for building Kin profile, capturing bequests and other donations for the benefit of Kin, as well as providing certain programs that will benefit members.

Please call or write if you have any questions or concerns.

Kin Sales

The best description of the Kin Sales is that of "Kin Store." Our Association has certain needs, dealing with regalia, stationery, crested items, awards, etc. To fulfill the needs of our members, Kin Sales

(a division of Coyle and Greer Awards Canada Ltd.) stocks and provides access to countless Kin-related items.

Kin Sales publishes a club regalia catalogue and website of the items it stocks and makes available to the membership. The list of items is long and includes everything from Kin jackets to crested mugs, pens and awards material. The Kin crest, and the Kin name are registered trade marks that may only be reproduced by the National Board of Directors.

If Kin Sales does not list an item bearing the Kin crest, it is likely available through them. An obligation exists for all clubs to patronize Kin Sales. Kin Sales has many contacts and helps clubs find available supplies or printed material to fill their needs.

The Kin Sales office is located at Coyle and Greer Awards Canada Ltd. in Mossley, ON. All orders made to Kin Sales must be pre-paid. Visa and MasterCard are accepted.

Kin Sales is a valuable service to the membership and deserves our support and patronage. Keeping it part of our club life assists the spirit and well-being of Kin. A portion of the proceeds from each sale are returned to Kin Headquarters in support of member programs. Support your Association by supporting Kin Sales. Orders for replacement badges and badge attachments must be placed with Kin Headquarters. All other supply orders are to be placed with Kin Sales.

National Programs

"Raise-the-Flag!" Day sees Kinsmen, Kinette and Kin clubs from coast to coast organizing community events to motivate fellow citizens to raise and wave the one symbol that unites us - our country's flag. This project grew out of Canada's 125th birthday celebrations, after Ottawa Mayor Jacquelin Holzman, impressed by the success of the "Proud to be Canadian" Tour, asked Kin to redevelop the concept into an event that could be held annually. Held each May, "Raise-the Flag!" Day gives all Canadians the chance to show pride in their country and its flag.

National Pride Initiatives

We encourage you to take an active role in the National Pride Initiatives including Canada Day Celebrations on July 1st on Capital Hill in Ottawa and "Raise-the-Flag!" Day, the second Saturday in May each year.

Each of these programs provides our members and clubs with an opportunity to gain exposure and raise the profile of their club. As an Association we are fortunate to have the opportunity to play such a large role in these national pride projects.

Corporate Partners

To date we have partnered with nine companies to be part of the Kin Canada National Member Benefits program. Throughout the year we will continue to investigate new opportunities to enhance member benefits.

These well known companies offer direct savings and benefits to Kin members and contribute funds to Kin Canada based on the level of member participation in each program.

Some of our partners specialize in fundraising opportunities for our clubs and offer a wide range of products and services that appeal to almost everyone, making your club's fundraising efforts profitable, simple and hassle-free.

Member benefits programs are used by many associations and chambers of commerce to provide their members with savings on everyday personal items and services as a way of offsetting the cost of membership. Most provide some return back to the association to help further offset dues.

Continue to watch for new additions to the Kin Canada National Member Benefits program on our national website and in KIN Magazine. For a complete listing of our partners, visit www.kincanada.ca/about/benefits/.

Headquarters Trouble Shooting Guide

Not all potential questions can be anticipated in this guide, but the following is a good cross-section of field questions – and who would be able to give you an answer. The faster answer will come from the person directly performing the job. Emails, phone calls and letters will be directed to the person addressed.

Questions relating to:	Contact:
Inquiries on life membership, including committees, approvals or kits	Membership Services Coordinator
Address changes, club inquiries; Membership Status Reporting Form; inquiries on individual members and/or address changes	Membership Services Coordinator
National or personal award inquiries	Membership Development Coordinator
New Members Registration Kits	Membership Services Coordinator
KIN Magazine, including subscription inquiries, Kin Quill entries	Communications Coordinator
Requests for or information on charter	Membership Services Coordinator
National conventions	Membership Development Coordinator
Kin Canada Bursaries / Hal Rogers Endowment Fund	Administrative Assistant
Installation certificates	Administrative Assistant
National pride initiatives	Membership Development Coordinator
Information on public relations	Communications Coordinator / Executive Director
Membership fees / dues billing inquiries	Office Manager
Club incorporation information and forms; Liability or Directors' & Officers' insurance inquiries or requests for forms, Annual Insurance Form Update Information	Risk Management Coordinator
Requests for mailing labels	Membership Services Coordinator
Education and Training Inquires or Requests for Materials	Administrative Assistant
Inquiries or correspondence not covered above	Executive Director

Conventions

Conventions, conferences and meetings are used in Kin to help combine Association business with pleasure. At zone, district and national levels, Kinsmen and Kinettes get a chance to exchange ideas, discuss Association administration and activities, to present reports, to learn about club operations and to elect Association officers. In addition, there is the opportunity to share in the fellowship that has been a cornerstone of Kin from the beginning. These are the more important gatherings each year:

Club Executive Seminars

These sessions are the basic kick-off for the Kin year. Preferably convened before club meetings start up in early September, the club executive seminars are conducted by the deputy governors for club presidents, vice-presidents, secretaries, treasurers, bulletin editors and other club officers who can attend. The sessions deal with such topics as education, new member's seminars, public relations, club,

district and national programs, membership growth, Kin materials, Kin forms, awards and competitions, publications, the conduct of meetings and club management.

Fall Leadership Conferences

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

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

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

Spring Zone Meetings

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

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

District Conventions

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

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

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

National Convention

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

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

The convention is held in a city in a different district each year, over a three year cycle. While efforts are made to rotate the location of the convention as listed below, bids are taken from all interested clubs.

Year 1:.....Central Canada (Manitoba/Ontario/Quebec)
Year 2:Atlantic Provinces
Year 3:.....British Columbia/ Alberta/Saskatchewan

In addition to the annual national convention, there is provision for a special meeting of the Association to be held upon presentation of a certified resolution from at least three district councils. Terms for the conduct of the national convention and special meetings are outlined in the national General Operating By-law.

Membership

Membership

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

This year will be no exception to the rule. Each and every member of your club can take responsibility for membership by simply asking someone out to your next club meeting. Keeping our organization healthy and growing comes down to two things: having pride in your club, and asking others to join.

There's no question our Association faces certain challenges. Each and every North American service club is facing a decrease in membership. This might be the rule, but Kinsmen and Kinettes can easily be the exception.

Increasing membership is a three part process. We must keep the valuable members that we have, find new ones, and create new clubs. With this in mind, it might be of value to your club to contact your district membership director about this process.

If chartering is of interest to you, contact the Membership Services Coordinator at National Headquarters at 1-800-742-5546 for the most up-to-date charter information for your community.

Your club membership director will play a large role in motivating your club to tackle the area of membership. This job is so important that the club membership director has a handbook included at the back of this manual. Please make a photocopy of this manual and give it to your club membership director.

Work with your club membership director to ensure that membership is more than a "per cent of members at the meeting." Help your CMD put together a strong team to interest the rest of the club in the important activity of keeping and finding members.

The Membership Communications Network

There are three levels to the Membership Communications Network. These include the district membership director, the zone membership director, and the club membership director. The purpose of the network is to provide effective, two-way communication of vital membership information through all levels of the association. This network aids in the process of providing membership information and creates an avenue for effective feedback from clubs.

Every link of the Membership Communications Network is vital to achieve successful communication, but the most important role is that of the club membership director. This position will work with the club executive and its members to establish annually an action plan for ongoing membership issues. A club membership director should have enthusiasm and be a creative leader who is well versed in the tradition and history of Kin.

It is important that the club membership director works with the club executive and club members to establish annually an action plan for ongoing membership issues. It is not the job of the membership director to recruit every new member in the club. It is the responsibility of all club members to contribute to a membership plan and make membership recruitment a top priority for a strong and healthy club.

District membership directors are chosen by each district and are appointed for a one or two-year term. Each month, they participate in a conference call with the representatives of the National Membership Committee. This arms them with the skills necessary to conduct training sessions with the zone membership directors. District membership directors also learn about the most up-to-date resources and the tools available for membership growth and the chartering process. They also participate in discussions on adult education and presentation skills. An important part of the monthly call is an examination of the district's statistics and its chartering possibilities.

It is important that the club, zone, and district membership directors communicate so that all clubs in the Association grow and remain healthy.

Classes of Membership

- **Active Member**
- **Active Life Member; and**
- **Life Member.**

In the Association there are three classifications of membership. Often these are spoken of, but few members have an idea of what they are and the Kin rights that are associated with each.

Active members must be at least nineteen (19), of good character and community standing, must reside or practice their vocation or profession within the territorial limits of the club and must not hold membership in any other Club. The large majority of Kin fall into this category.

Active Life members must be a Life Member and fulfill the duties of an Active Member.

Life members are Kin who have been members for at least 10 years and who have served the club and the Association in a manner deserving of outstanding honour. It is the highest honour we can bestow on a member.

Membership Budget

Members come and members go; this is an accepted part of volunteering. How can you project your club's losses over the year and consequently realize how many members you must recruit in order for your club to grow? One way is to follow a simple mathematical equation known as a membership budget.

To reach a goal, you need a plan and in the area of membership, you need a plan that can be followed closely and be easily understood. The membership workshops will assist the clubs to develop a plan; the membership budget will ensure that they are working with the correct numbers. Whether it be for service or general accounts, every club has two or more budgets. Why, then, not apply the same technique to membership planning as used in financial planning? By having a written membership plan, clubs will be better able to monitor their progress throughout the Kin year.

In the past, many clubs have set a goal of growing by one or two members, but have often forgotten to take into account the loss of members. The membership budget, however, takes this loss of members into account.

For a club to increase its membership, it should first set an expansion goal for the year, such as five over the last year end census figure. As mentioned previously, the club must also take into account that it is going to lose members during the year because of withdrawals and transfers. This is referred to as attrition, and we know from experience that the average rate of attrition for a club is about 25%.

As an example, let's say a club has 20 members as of June 30th, and the club executive sets an expansion goal for the new year of 5% (or one member). The goal then is to have 21 members by the next year end census. Let's also say that they are going to have a 25% attrition rate (or in this case, a loss of five members). Thus, in addition to the one member by which they want to grow, they must also get five new members to replace the 25% who may leave during the year. This means they will need six new members to meet their goal of 21 members by census year end.

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

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

Membership Recruitment Techniques

How do you ask someone to join your club? Do you know? Do your members know? Below is a simple method of one on one recruiting. This system is easy to use and can be molded to fit the personality of the recruiter.

1. **Introduction** – Tell the prospect who you are, who you are with, and something about what you are doing. Example: Hi! My name is Jane Anybody. I am with the Kinette Club of Ourtown. I would like to take just a minute of your time to tell you about Kinettes.
2. **Personal information** – Ask the prospect several questions about his/her work, family, hobbies etc. You will use the information from this section later in your presentation. Example: Do you live here in Ourtown? Where do you work? Do you have a family? What do you like to do in your spare time?
3. **Kin information** – Find out what he/she knows about Kinsmen/Kinettes. Then, using what you learned about him/her in Step 2, tell him/her about Kin. Try to make this section brief. Tell him/her what you can, in less than two minutes. Example: Have you heard about Kin? Well, we are an all Canadian service club. Our goal is to provide fellowship and serve our community's greatest need through community involvement projects. For example, Betty, you mentioned you have two boys. Do they play hockey? Well, our Kinsmen club sponsors the peewee hockey program here in town. I'm sure you can see the benefit to the community from this project, but another benefit from this program is the experience and growth our members receive from being involved in the various aspects of this project.
4. **Prospect agreeing** – In this section you are preparing the prospect for the close. You want to establish a positive, or yes, attitude. You can do this by asking several questions with obvious positive answers. Example: Dale, I am sure you will agree that there are some things that could be done to make our town a better place to raise a family. He would most likely agree that young people are one of the greatest resources our town has.
5. **Close** – By now your prospect should be sold on Kin. All that is left is signing him/her up and you can't do that without asking him/her out to a meeting. Example: This is what Kin are doing.

We are taking the greatest resource our town has and putting it to work making this a better place to work and raise a family. All it takes for you to get involved is to come out to a meeting. Or: Dale, I need your address and phone number. Would you fill this out. (Hand him an application form). Now, can I expect to see you at our next meeting?

At this point, your prospect may have an objection to joining. You should be prepared to counter his/her objection. Some you will hear include, "I don't have the time", "I'm busy next week", and "I can't come to your next meeting."

Should he/she give you excuses for not joining counter them with something like this:
"There's no rush, I'll call you in a couple of weeks" or "When will you be free?"

As an additional step, offer to pick him/her up and take him/her to your next meeting. This system will work for you and your members, but only if you will share it with them. When was the last time your club had more Kinsmen or Kinettes at a project than you needed?

Initiation

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

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

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

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

Sample Initiation Ceremony

Past President:

"Tonight marks the occasion of your formal acceptance in Kin Canada. By this deed, you join thousands of men and women across Canada who enjoy the benefits and pleasures of Kin and the respect of their communities. The ceremony of initiation serves two definite and important roles. First, it is intended to impress upon our new members the ideals and aims of our club. Second, it performs the essential function of reminding the rest of our members of our continuing obligations and privileges as members of the Kinsmen/Kinette/Kin Club of _____.

"Our Association was formed in Hamilton, ON, in February 1920 by Harold A. Rogers. The initial purpose of Kin was fellowship; but its early members soon discovered their meetings needed a more noble purpose, and so the goal of "Serving the Community's Greatest Need" was established. Today, Kinsmen and Kinettes across the country have a well earned reputation for their energetic endeavours and deep concern for their communities.

"At this time, I would ask President _____ to light the red and white candles. These candles light the way into Kinship and are symbolic of the great Association you are about to join. May these lit candles show you the way and their flames burn forever."

President:

"Ladies and gentlemen, now that you have been properly accepted into this club according to the bylaws of the Association and have signified your desire for membership by presenting yourself for initiation, it is my duty to charge you with specific responsibilities that are necessary and mandatory for your future in Kin, the future of this club and the prosperity of the Association.

"In the presence of the family of Kin here tonight, do you solemnly promise that you will honour the privilege of Kinship entrusted to you?"

Response: "I do."

"Will you abide by the wishes of those entrusted with the authority over you - that their requests in the name of the club and the Association must be considered and fulfilled as a necessary duty of the Kinship you will enjoy?"

Response: "I will."

"Will you uphold the ideals of the Association, the integrity of this club, and the trust and friendship of its members?"

Response: "I will."

"Will you honour and obey the constitution and by-laws as they now stand and may be hereafter amended?"

Response: "I will."

"Will you attend all meetings to the best of your ability and in accordance to the rules and regulations governing attendance?"

Response: "I will."

"Now that you have accepted these obligations I will look to you, as to every member, to uphold the honour and dignity of our organization, and I feel confident that in this respect you will not fail. As president, I hereby declare that you have been initiated as a member of the Kinsmen/Kinette/Kin Club of _____."

"Family of Kin, these are our newest Kinsmen/Kinettes. Please come and welcome them."

Skills

Skills Handbook for Clubs

Self Motivation

The toughest part of any job is getting started on it. This statement is also the secret to self-motivation. Once you get moving on something, the rest is easy. Here are some hints to ensure that you have powerful self-starting ability.

The Definite Dozen

1. **Put your plans into writing.** Spell out in your mind and on paper exactly what must be done and how to best accomplish your goal.
2. **Use the self-monitoring system.** It is not enough to make a plan and then check yourself when it should have been completed. You need a series of check points. For example, if you intend to accomplish 10 things during a month, you might check yourself at the beginning of each week.
3. **Get an early start.** If you have something to do that you've been putting off, get up early and dig into it. An early start shows a determination to get something out of the way.
4. **Distinguish between "can't" and "don't want to".** When people "can't" do something, they often mean they really "don't want to" do it.
5. **Decide what needs to be done first.** Several types of movements or procedures are connected with any activity. If we don't decide exactly what operations need to be carried out, we tend to do nothing.
6. **Contradict negative thoughts.** If you have doubts about your ability, short circuit them by asking yourself: What makes me think I can't do it?
7. **Improve your self-persuasion ability.** Whether or not you apply your knowledge depends largely upon your self persuasion ability. This is especially true of actions that aren't particularly exciting or pleasant. To motivate yourself to take action, you will find it helpful to ask these questions: "What am I putting off that I should finish?", "Why am I putting this off?", "When is the best time to do this?", "Why not now?", "Am I assuming it will be better to do this later?", "What are the disadvantages of putting it off?"
8. **Do extra work just after you get good news.** This is one of the best times to do extra work. You'll feel optimistic and optimism makes difficult jobs seem easier. Don't waste this time or mood on routine activities; dig into the difficult ones.
9. **Use self-prompting.** You must keep prompting yourself on to hoped-for results. People always do something because they expect to get some benefit. By repeatedly calling the benefit to our attention, we motivate ourselves.
10. **Exercise your sense of humour.** By investing in your sense of humour, you make a definite investment in a positive mental attitude. Whatever makes you laugh helps give you a more realistic viewpoint. Practice your sense of humour and give it a high priority.

11. **Use action language.** Use words such as “now”, “immediately”, and “at once”. They influence us to prompt action; they help us to start projects and to overcome tendencies toward procrastination.
12. **Get started.** People associate confidence with action and lack of action with lack of confidence. You can use this principle by forcibly taking action.

Time Management

Many people refer to time as a resource. A resource is something that lies ready for use or something can be drawn upon for aid. Time fits this definition. Begin to accept time as your most important resource. It is a tool that can be drawn upon to help you accomplish tasks, an aid that can take care of a need, or an assistant in solving problems.

However, time is not like other resources because you can't buy it, sell it, rent it, steal it, borrow it, lend it, store it, multiply it, manufacture it, or change it. All you can do is spend it. The quality of this resource depends on how well you use it. People get things done because they have learned to effectively manage their time. As a volunteer leader, how well you manage your time will determine how successful you are in your Kin activities.

Ten Timely Tips

1. **Respect time.** Don't waste it. Wasted time decreases the time available.
2. **Analyze and budget your time.** Look at how you spend your time. Note the time you need to accomplish what you want to do. Then budget the time necessary.
3. **Be an early bird.** Get to the office or job ahead of the gang. Then do the things you don't like to do first.
4. **”To do” list.** List and arrange by priority everything you have to do. Finish the first item before you go on to the second. Have only one “To do” list.
5. **Make appointments.** Schedule meetings, luncheons, etc. Make times specific, not “I'll drop by tomorrow.”
6. **Use telephone and email properly.** Prepare for each call or message. List all points you want to cover. Keep brief and to the point.
7. **Daytimer or PDA.** Update daily. Review weekly. Include all appointments, deadlines, commitments, dates of your club meeting nights and district meetings.
8. **Personal filing system.** If you don't have a file box, use a cardboard box. File daily.
9. **Follow-up file,** a system which helps you stay aware of all assignments, promises and commitment that must be fulfilled at a future date.
10. **Idea trap.** When ideas pop into your mind, write them down. A 3”x5” card or a computerized card file is good for this purpose. Review them at least once a month.

Time management is not simply a set of gimmicks. It is a way of living and working, realizing we're each responsible for our own results.

Speaking

An effective speaker does not have to be a great orator or poet laureate. All an effective speaker has to do is know the subject matter and present it in an organized fashion. He speaks from experience and from the heart.

Effective Public Speaking

1. **Know your audience.** Make the right speech in the right place. It is somewhat ineffective to sell the merits of Pepsi at a Coca Cola dealer's convention.
2. **Prepare your comments.** Do whatever research is necessary for you to confidently present your comments. Your audience is expecting a good speech, so give one.
3. **Prepare your speech.** Rehearse it, while driving to and from work, in front of the mirror, to your wife or husband, anytime and anywhere you get a chance.
4. **Dress appropriately.** Be neat and clean. How you present yourself to your audience has a direct effect on how well they listen.
5. **Pre-test audio-visual equipment.** Be familiar with and pre-test all A/V equipment to be used. Be sure all bulbs and electrical outlets are operational.
6. **Know how to use a microphone.** A microphone should be at throat height, tilted toward the chin. Do not adjust after this. Speak at a natural volume and keep a natural posture. Let the microphone do the work.
7. **Grab their attention.** Make your opening comments effective. The comments you make in the first 30 seconds will determine how long you hold your audience. Get their interest immediately.
8. **Speak as to an individual.** Most of your conversation is done on a one-to-one basis. Use the same principle when you talk to an audience. You will be more effective and more comfortable.
9. **Use body and voice language.** Change your voice pitch throughout your speech. Use gestures and pauses. Speak high, speak low. Hand and body gestures help emphasize points. Pauses are effective; they can emphasize or regain the attention of your audience. Be careful not to appear artificial - be yourself.
10. **Do your best.** Don't be perfect, just be good. Perfection can be its own worst enemy. Be the best you can be always and accept that.
11. **Zero in on your topic.** Keep it simple. Don't try to cover too vast an area. Make your point and make it decisively. Use key phrases, one-liners and for instances, to emphasize your main point, as they are easier to remember.
12. **Stay within the allotted time.** Prior to speaking, find out how much time has been allotted to you. Keep a watch on the podium in front of you, or check a wall clock periodically.
13. **Summarize your message.** No matter how good you were, somebody's mind was wandering. Quickly summarize your message before you leave the podium. Then end it with a request for action. In summary, know your subject well and use equipment effectively.

Listening

Most of us don't expend the time or effort to improve our listening ability. We must AIM to listen – Attention, Interest, Motivation.

Attention

Poor listeners fake paying attention while their minds wander and they think about other matters. The good listener knows that it takes effort to pay attention and consciously strives to resist distraction.

Interest

A major difference between good listeners and poor ones is that the poor listener usually decides after hearing the speaker say a few words that he or she isn't very interesting. This becomes an excuse to stop paying attention and the act of listening comes to a screeching halt. The good listener asks him- or herself if there is something the speaker is saying that might prove useful. No matter how dull the subject or how unskilled the speaker, the good listener manages to listen with interest.

Motivation

How well you listen depends on how motivated you are. Good listeners know that listening can pay big dividends. This knowledge, along with the right attitude, is usually enough to motivate the sincere listener.

Once you develop the habit of consciously aiming to listen, you will begin to notice changes in your habits, making you more responsive and alert to what people are saying.

First, you will maintain better eye contact with the speaker. Second, you will find yourself asking relevant questions. Third, you will find that you don't often interrupt or change the subject until the speaker indicates that the current subject has been exhausted.

As a result of your conscious aim to listen, there will be fewer misunderstandings, you will not get into arguments as often, and you will be able to resolve disputes and settle grievances before they get out of hand. As a listener, you will be in demand.

Listening Ladder

1. Stop talking
2. Look at the speaker
3. Don't interrupt
4. Don't change the subject
5. Keep emotions in check
6. Be responsive.

"Nature has given us one tongue but two ears that we may hear from others twice as much as we speak." (Epictetus)

Writing

Written communication is vital because, unlike oral communication, it eliminates leaving matters to memory. Written communication is necessary to follow- up oral communication and reinforce and document what was discussed.

The main drawback of written communication is it takes time to sit and write letters or memos following conversations. However, to be effective, you should never rely on oral messages totally.

Written communication is a habit worth falling into. Often messages may be received orally, but the mind does not retain all of the information. This is where a letter or note would be helpful in assuring that the receiver will not overlook any details or forget anything. Written communication comes in various forms:

1. **Formal letters.** These are written to make requests, answer questions, reply to requests or messages where a permanent copy should be kept. Be sure to send copies to the appropriate people.
2. **Memos.** Memos are sent to announce matters of a general nature which apply to a general body. They should be kept short and to the point. Send copies of the memo to people who should be kept informed just as you would send copies of formal letters.
3. **Notes.** Notes are informal letters which may be written quickly without the necessity of following form or style. Notes serve the purpose of quick communication where only one person is involved. Copies are not usually necessary. Where copies are necessary, a formal letter should be written.

Winning Ways with Writing

1. **Keep sentences short.** Use one thought per sentence. Keep relationships simple. Others will understand better.
2. **Use simple expressions.** Simple expressions, rather than complex, will make more sense.
3. **Avoid unnecessary words.** Don't be wordy. Avoid using redundant phrases. Use precise words.
4. **Use familiar language.** Write using familiar words - don't be a show-off with vocabulary. You may understand, but how about others?
5. **Write as you would talk.** This is good advice to get your message across. It may need polishing just a little, but stick to this idea.
6. **Draw a picture.** Use terms your readers can picture. Express abstract ideas in terms your reader can understand and picture in their mind.
7. **Know your audience.** Consider your readers' experience. Write to and for them. Write to match their background and experience so that they will understand.
8. **Write to express not impress.** So you got a PhD. Who cares and what good is it if no one understands what you're saying?
9. **Put action in your verbs.** You are action oriented; make your writing the same way. Passive writing does not get results.
10. **Employ variety.** Make your writing sparkle with interest by using variety in all that you write.

Goal Setting

Planning and organizing is the key to success. The most successful leaders have been those who have done their planning at the beginning and then continually worked and re-evaluated their plan. Whether you are planning to put a man on the moon or planning for a vacation, goal setting is an extremely important part of any planning process. A goal establishes what you want to achieve and defines the standard of measurement.

Five Standards of Goal Setting

- 1. Goals must be written.** Writing goals is an integral part of the goal setting process. Writing a goal down crystallizes the thought behind it and thought can motivate action. Writing a goal lessens the danger of it being changed by the passage of time and the process of writing and clarifying your thinking, helps to expand thoughts and generate new ideas.
- 2. Goals must be specific.** Goals must be so specific that they can be totally and quickly understood. Intelligent people will not actively work for very long toward a goal that they do not understand. A goal cannot be too specific.
- 3. Goals must be measurable.** When a goal is set, it must include the standard of measurement and the specific end result desired. That is the only way we will know if we are accomplishing anything. It is said, "The most difficult thing about doing nothing is determining when you are finished". Your goals will determine when you have successfully completed a task or finished a project.
- 4. Goals must reflect progress.** When you establish goals, they should be based on the idea of improving what now exists. It is not sufficient to want to do just as well as before, you should want to do better. Goals may be of both a short and long term nature. Success is a journey, not a destination. Success begins with the first step toward a goal. To achieve long range goals, set a series of steps or sub-goals which lead to the accomplishment of the long range goal. Set deadlines for each step, thus establishing a timetable for achieving the long range goal.
- 5. Goals must be realistic.** Goals should be high enough to challenge a person but not so high that they feel they are impossible to achieve. It is important for those involved to do a realistic evaluation of the goals. Indicate the ones that are felt to be too high or too low, then settle on goals which are felt to be both realistic and challenging. Remember, however, that sometimes it is easier to reach a higher goal than a lower one. The motivational factor is usually greater with higher, more challenging goals, particularly if the goal is solving a problem of interest to a majority. Developing goals could determine success or failure. Don't take the process lightly and don't set them too rapidly. Carefully evaluate each area before establishing a goal.

Once you have set your goals, you are then ready to establish a plan. Remember, you cannot "do" a goal. You must carefully plan the steps you will take to accomplish your goals. The definition of the successful person is the one who went ahead and did the thing that the rest of us never quite got around to.

Decision Making

There are 2 basic kinds of decision:

1. the routine decision
2. the strategic decision

The routine decision is one where the situation is known and you must select from a few obvious alternatives.

The strategic decision is more extensive. It often involves finding out what the situation actually is, deciding to change, and then deciding what the alternatives are.

Regardless of the kind of decision you have to make, be sure to follow the basic steps of the decision making process.

Step 1 – Determine the problem. Identify the problem and define it. Be sure you have defined the cause of the problem and not a symptom. Continually ask yourself "Why is this true?" until you are convinced you have determined the cause.

Step 2 – Get the facts and opinions. Examine the data and information available. Talk to the people directly involved. Be sure to get both sides of the story.

Step 3 – Develop alternative solutions. What are the possible alternatives you have? List them.

Step 4 – Select the best alternative. Evaluate the pros and cons of each one you listed. Be aware of the weaknesses in your selected alternatives because, in most cases, the best alternative is far from perfect.

Step 5 – Provide for feedback. Even following this procedure, it is possible to make a wrong decision. Keep the communication lines open so that if you did make the wrong one, you find out about it as soon as possible.

This simple thought process can be applied to family, social and job situations as well. Try it. It works.

The Decisiveness Habit

Even though you consciously provide for feedback to catch a wrong decision, you should act on the alternative you select decisively. Don't waste your time wondering "What if..." or "I wonder if I should have." Pick the alternative and stick to it. Decisiveness is a habit. The following rules will help you to acquire that habit.

1. Decide small matters promptly.
2. Select your choice with firmness.
3. Forget all alternatives.
4. Act upon your decision.

Be decisive. Make it a habit.

Delegating

One of the most important skills an individual can develop is the art of delegating authority. It is the act of passing the responsibility for a task from one person to another under mutually defined terms.

Delegating is an act of asking, not telling; it is a joint undertaking and form of teamwork where goals are accepted and shared. When delegating keep these points in mind:

- Be familiar with the qualifications, specialties and interests of those to whom you delegate.
- Be consistent in your explanations, control and evaluation, but also be flexible regarding the tasks, time limits and people involved.
- Take time to plan; explain carefully and completely, and guide patiently.
- Notice small successes as well as large failures.
- Be willing to take a calculated risk to give others some beneficial experience.
- Do not always delegate busy work. If you do, you run the risk of having all delegated work being regarded as unimportant.

The benefits of delegating are worth the effort.

1. It provides more time for critical jobs and trouble-shooting difficult assignments.
2. It develops, trains, and motivates others to fulfill their optimum potential.
3. It increases management's ability to include all people in attaining goals.
4. It enhances the chances for open communication and evaluation.
5. It makes more efficient use of time and resources.
6. It develops more effective professionals.
7. It increases morale and pride in one's work.

Recognition

Everyone wants to be needed; wants to be doing something important and wants to be recognized. Volunteers increase their productivity when they are highly motivated through activities that are personally satisfying. Volunteers are considered as unpaid staff, but they are in fact paid, the currency is just different.

Recognition Recommendations

- encourage involvement in our Association's award programs
- help members develop personal goals and objectives for their involvement
- say "thank you" at every appropriate occasion
- make recognition sincere, genuine and appropriately related
- personalize all recognition
- use club bulletins as a recognition tool
- submit articles to local newspapers about members and club
- hold social events
- be aware of annual volunteer recognition events in your community
- celebrate volunteer week each year
- present certificates, awards, etc. in person
- praise often
- nominate your members for zone, district and national awards
- smile, it's infectious and can make your club a great place to be.

Evaluation

The ability to evaluate in an effective way is an important tool in providing the feedback and encouragement necessary to allow others to improve their skills and performance.

The purpose of evaluation is to help another person become a more effective leader. People want to acquire and improve on their leadership skills for many reasons, including:

1. To gain knowledge and skill;
2. To meet specific needs;
3. To gain material benefit;
4. To earn credit toward recognition;
5. To gain pleasure;
6. To build self-esteem;
7. To build self-confidence;
8. To win acceptance from others.

As evaluators you will act as: motivators by recognizing improvement and reinforcing desire to improve; facilitators by providing methods for improvement; and counsellors by reducing fear that a trainee may possess.

Developing self-esteem is an important component of evaluation. People have an inner goal of feeling worthy and successful. Self-esteem is a significant key to our behaviour. Therefore, an effective evaluation builds and maintains self-esteem. Here are five ways you can promote self-esteem when you evaluate:

1. Recognize strengths. Give sincere, deserved praise.
2. Recognize improvements. Show that the trainee has accomplished something worthwhile.
3. Create a climate for motivation. Help the trainee realize he or she can improve.
4. Avoid value judgments. Concentrate your evaluation on the behaviour, not the person.
5. Provide positive direction. Show the trainee how he or she can improve.

Eight Ingredients of an Effective Evaluation

1. **Show that you care.** Your evaluation must be sincere. Provide constructive suggestions for improvement.
2. **Suit your evaluation to the individual.** How you evaluate depends on who you evaluate. Adapt your evaluation to the needs, goals, sensitivities, and experience level of the trainee.
3. **Personalize your language.** When you are evaluating, you are dealing with your own perceptions. You are not a judge, but rather a source of feedback. Let your words reflect this by using language such as "My reaction was..." and avoiding such language as "You should..."
4. **Give people positive reinforcement.** People who are working at improving themselves need to know that they are making progress. They also need recognition for their accomplishments. Find something that is worthy of praise and recognize it sincerely.
5. **Help the trainee become motivated.** Remind the trainee his or her goals are attainable and encourage him or her to work hard to improve leadership skills.
6. **Evaluate the behaviour, not the person.** Your evaluation should focus on the behaviour of the person. You should never attempt to threaten or judge what he or she is like as a person.
7. **Nourish self-esteem.** When you evaluate, you enter into a special relationship with a person. This relationship can build self-esteem and help that person grow. End your evaluation on a positive note, and try to make the person feel better about himself or herself when you are finished.
8. **Show the person how to improve.** Focus on what you believe he or she should be doing as opposed to what he or she should not be doing. Keep your recommendations for improvement to one or two areas. Present your recommendations in a positive way, giving specific suggestions and examples.

Coaching

Coaching is the process of instructing, directing, guiding or prompting individuals as they work toward a desired outcome. Here are some general guidelines showing when you would use these skills:

1. You will **instruct** a person who doesn't have a sufficient working knowledge of what to do or how to do it.
2. You will **direct** or guide someone who has the knowledge of what to do in a given situation but is uncertain as to how to apply that knowledge.
3. You will **prompt** a person who again has knowledge of what to do but needs hints as to what approach to take.

Coaching strikes a balance between seeking and telling. Seeking information and opinions on how to solve a problem builds commitment to the proposed solution by drawing out ideas and making a person think about proposed solutions. Telling allows you to use your Kin experience and insights to provide direction to resolving problems.

Six Critical Steps to Coaching

1. **Establish the purpose of your discussion.** Be specific and concise about what you want to talk about and why it is important that you talk about it. Focus on the problem at hand as a way of maintaining the self-esteem of the person. Provide positive reinforcement that he or she will handle the situation appropriately.
2. **Discover all facts about the problem.** Gather information about the problem. Seek input from the person about the nature of the problem and clarify all information you gather. At the end of the discussion, summarize the details to make sure all pertinent facts have been identified and you both understand the information.
3. **Agree on the desired outcome.** Your job is to engage in problem solving with the other party to build motivation and to gain commitment to a specific plan of action that will be carried out. Your agreement on a desired outcome will build commitment to your plan.
4. **Discuss the most effective ways to handle the situation.** This is the most important part of the process of coaching. Together you will develop a plan of attack, anticipate the potential problems arising from your approach, and identify the best ways to handle the situation. Anticipate the potential pitfalls in your plan, and develop alternative plans in the event that your initial approach is not successful.
5. **Summarize the action to be taken.** Discuss and review the plan that you've proposed to ensure that you both understand the plan. Acknowledge the other party's participation and contribution to the plan.
6. **Express confidence and set a completion date.** End on a positive note. Tell the other person you know he or she can handle the situation. Set a follow-up date so you can review the plan you've fashioned. Coaching is one of the most useful and basic skills you will use. It will allow you to help others develop skills and build confidence in their abilities to perform.

Meeting Skills: Chair

- Must know the group by finding out who the members are and what they can do
- Must be able to motivate the members by ensuring they know their purpose and responsibilities. Must make sure they are aware of the importance of budgets and completing tasks in a timely fashion. Must be able to delegate work and authority while monitoring progress of the members.
- Must be able to plan by assessing current situation, establishing goals, and determining how they can be met through consideration of alternatives.
- Must be able to prepare for a meeting by having a planned agenda and knowledge of all arrangements for the meeting.
- Must remember that meeting leadership includes establishing the rules, following the agenda, involving all members, and managing the discussions.
- Should always ask for evaluations from the members as well as evaluate every meeting himself/herself.

Meeting Skills: Agenda

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

A sample generic agenda

1. Call to order
2. Approval of the agenda
3. Reading and approval of minutes of previous meetings
4. Reports of the officers
5. Reports of the standing committees
6. Reports of ad hoc committees
7. Old business
8. New business
9. Announcements
10. Adjournment

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

- The early part of the meeting is the most lively and creative, so key items should be placed here.
- The atmosphere of the meeting can be influenced by the order in which items are dealt with. Starting with items that bring members together will lead to a more productive meeting.
- Timing items on an agenda is very important
- Provide an opportunity at the beginning of the meeting to review and amend the agenda as necessary.

Meeting Skills: Decision Making Process

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

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

Meeting Skills: Managing the Discussions

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

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

The other area where a chair assumes a very important role in managing discussions is in handling conflicts that will often arise. Again, as in decision making, there are five steps to follow:

1. Identify the problem

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

Meeting Skills: The Facilities

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

Meeting Skills: Rules of Order

Our Association operates under a set of Rules of Order as set out in the Policies and Procedures Manual. These are the rules under which the business of our clubs, zones, districts, and national board of directors operate. Every leader in our Association should become familiar with them.

There are four basic principles for a democratic meeting:

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

For small groups of less than 12 people, a less formal atmosphere is possible. This is useful for committees and executives. Consider the five following points:

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

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

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

Amendments must qualify under the following two criteria:

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

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

Leadership

As a leader, you must be able to set goals and priorities, plan, make decisions, manage time and resources and be a good listener. These skills can all be learned.

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

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

5 Leadership Qualities

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

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

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

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

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

Awards

National Awards Program

Kinsmen and Kinettes have always taken the Association's awards programs very seriously. Working to achieve an award requires strong commitment and dedication both on behalf of the individuals and clubs striving to attain it. But, the personal and club growth and satisfaction achieved from the pursuit are always well worth the efforts. You should keep your updated National Awards Program brochure in this manual for reference. As your district, zone and club will also have some awards, you should obtain the rules for them and insert in this manual as well.

Mission Statement

"To promote a program which stimulates and encourages personal development and leadership while recognizing integrity and achievement within the Association."

Award Amending Process

Any member of the Association can suggest amendment(s) to any of the awards offered by the Association. The amendments must be in writing sent to the Executive Director at National Headquarters and the contents of the proposed changes should:

- clearly reference the award by name and listing in the awards booklet
- highlight succinctly the proposed amendment(s)
- outline a rationale for the proposed amendment(s)
- include any relevant backup information

The National Awards Committee oversees the awards program and the suggestions for change. The deadline for receipt of suggested changes is February 28 of each year.

Awards Appeals Process

Within 75 days of the rejection of an award, a member has the right to appeal the decision. By sending a letter to the Executive Director describing why the decision should be overturned, the award will be examined by the National Awards Committee. All decisions of that committee are final.

Eligibility Statements

Individual Eligibility:

- a) Entrants must be members (other than Honourary) in good standing with their respective clubs and on record at National Headquarters as of the date of submission of the award. The entrants club must also be in good standing as outlined in Club eligibility below.

Club Eligibility:

- a) For awards where national entrants are chosen by district competition, a club must be in good standing with Kin Canada (the Association) as of the date of district selection and the date of national judging for said award.
- b) For awards where national entrants are not chosen by district competition, a club must be in good standing with the Association as of June 30th of the Kin year in which the award is presented.

Please refer to the National Awards brochure for a full listing of individual award criteria.