



GUIDE

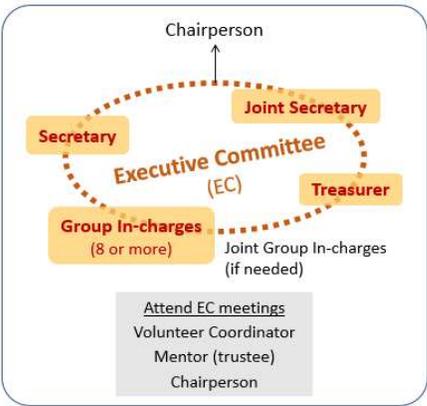
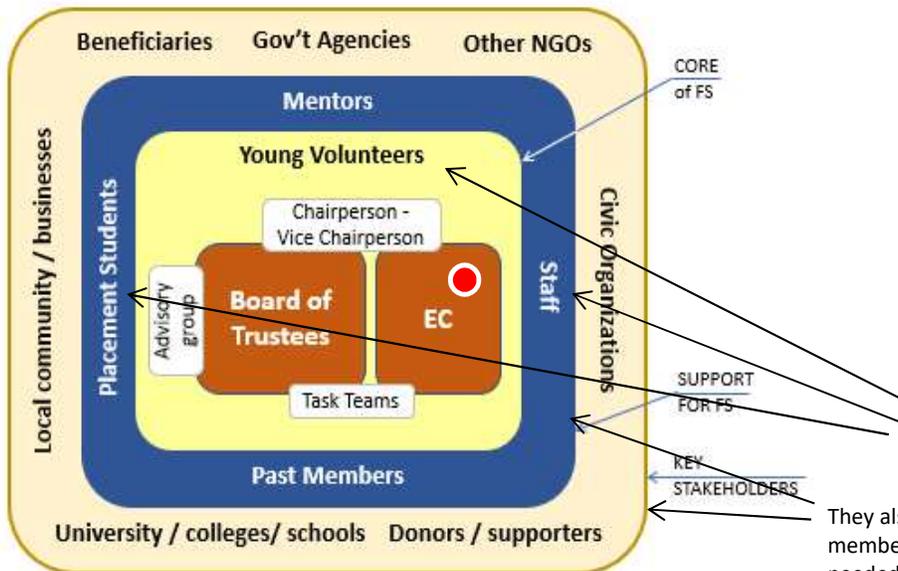
EXECUTIVE COMMITTEE HANDBOOK

Executive Committee (**EC**) is the operational heart of Friends Society. It is comprised of student volunteers and conducts all routine volunteer-based activities such as Cheer-Up or special events such as Shaurya.

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PRIMARY RELATIONSHIPS WITH OTHERS:



EC members work primarily with volunteers, Volunteer Coordinator (a staff position) and placement students.

They also work with trustees, mentors, past members, all FS staff and various organizations as needed

Composition of the Executive Committee:

The EC typically has more than eight members – this number can change from year-to-year depending on the current activities and the needs. Typical composition of an EC is:

- Hon. Secretary
- Joint Secretary
- Treasurer
- Group in-charges for volunteer-based activities and special events – typically more than 8
[A Joint Group in-charge will be assigned, only for the current year, based on the need and the approval of EC. See the joint group in charge appointment criteria on Page 5]

EC meetings will be attended regularly by:

- Volunteer Coordinator
- Mentor (trustee)
- Chairperson [Note: The chairperson provides overall leadership (supervision) for the EC as needed]

Overall Responsibilities of EC:

1. Organize / conduct all routine volunteer-based service activities and special events; raise funds as needed
2. Organize camps for EC, program planning, and volunteers. Also organize camps and outings for beneficiaries.
3. Examine existing activities to determine if they should be continued, modified, or stopped; develop ideas for new service activities, as needed
4. Assist in staff-based activities (classes for women, Balwadi, and library) when needed
5. Develop budgets for individual activities or events; track expenses against the budgets
6. Conduct activities to recruit new student members
7. Participate in broader FS matters, such as:
 - Once a year, participate in a joint meeting with the Board of Trustees
 - Organize a general body (GB) meeting **once a year** for all members; present the reports as required for the GB meetings [See “General Body Meeting Guide”]
 - Provide input and suggestions to the Search Committee when they conduct search for the key positions at FS] after reviewing job descriptions for such positions
 - Participate in special FS projects as requested by the Board of Trustees

Specific Roles: (In addition to the overall role described above)

Secretary ("Honorary Secretary")	<p>A Ensure that EC meetings, camps, General Body meetings are held in timely manner. (Note: The Joint Secretary will schedule and organize meetings working with all members of the EC)</p> <p>B Participate in each volunteer-based service activity at least once in two months and participate in all special events.</p> <p>C Identify activities that are conducted effectively and efficiently and do not spend much time and energy on them - instead focus more on the activities which are conducted poorly and take actions to energize (revive) them.</p> <p>D Ensure that enough volunteers are available for activities, events, and projects; motivate them to engage actively; monitor number of volunteers who have joined for each activity; if some activities have too many volunteers and others have few, encourage volunteers to choose a different activity so that proper balance of volunteer level is achieved among all the activities.</p> <p>E Motivate and encourage individual volunteers to actively participate in one or more activities; recognize good work done by individuals.</p>
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	<p>F Create accountability for volunteers (explain to others the FS belief that “one is a volunteer at the time of making a commitment; once a commitment is made, the person is held accountable to keep it”)</p> <p>G Hold, during the month of April, a joint meeting with the members of the existing and incoming ECs to discuss the transition and to develop estimated activities budget for the following year.</p> <p>H In both the first EC meeting and in the EC camp, review and discuss FS Mission, FS principles, FS ‘Unwritten Conventions’, Sexual Harassment Policy and the ICC team.</p> <p>I Represent FS during visits to external groups or individuals along with trustees or FS staff for fundraising, addressing issues that impact FS, and so on.</p>
Joint Secretary	<p>A Schedule and organize – EC meetings, camps, and General Body meetings working closely with the Secretary and others; prepare meeting minutes or event reports (or make sure someone is assigned to do so); distribute the minutes to all trustees</p> <p>B Communicate changes in the EC membership to the FS community (trustees, staff, all volunteers)</p> <p>C Maintain record of attendance at all EC meetings and the General Body meetings</p> <p>D Work closely with the Secretary; and assist him or her as needed</p> <p>E Fill-in for the Secretary when he or she is unavailable and carry out his or her responsibilities</p>
Treasurer	<p>A Meet with the FS accountant, at the beginning of the program year, to review the overall finances of the organization and learn how to read financial audit reports, and become familiar with FS finances overall</p> <p>B Learn the process of creating activity budgets and guide the group in-charges in creating activity budgets.</p> <p>C Compile, at the beginning of each year (by the end of August), annual activities budget for all routine activities and present it to the trustees for their approval.</p> <p>D Work jointly with the accountant on the following matters to learn about the processes and discuss ideas for improvement as appropriate. However, the accountant retains the final responsibility for accomplishing the tasks: <ul style="list-style-type: none"> ▪ Investment management (FDs, etc.) ▪ Cost saving initiatives; review all vouchers ▪ Preparing forecasts for the three months period for BOT and highlight any concerns or opportunities that may arise in this period ▪ Financial audits related discussions with auditors </p> <p>E Monitor all activity related expenses to ensure that: (1) each expense is appropriate and necessary, and (2) receipts are received in proper format (needed for the audits) and timely.</p> <p>F Present FS financial report at the General Body meetings.</p>
Group in charge	<p>A Hold volunteers accountable for the activities or events they make commitment for – accountable for participating regularly and to be on time. Track their attendance.</p> <p>B Identify those who do not keep their commitments or are frequently late (tardy); discuss this matter with such volunteers, and, if they do not show improvement, inform the Secretary and the Volunteer Coordinator.</p> <p>C Write a report within one week of the completion of the activity or event and submit it to the Volunteer Coordinator.</p> <p>D Monitor expenses, if any, to ensure that they are within the budget that was approved for specific activity or event. Also, ensure that proper and timely receipts for each expense is obtained and submitted to the Volunteer Coordinator or the accountant.</p>

EC Meetings:

- The EC will hold at least **four meetings** in any program year (which is July 1 to June 30). One of these meetings would be a joint meeting with the Board of Trustees. Meeting held for planning special events will count as EC meeting provided all EC members were invited to attend.

- Presence of at least **one-fourth (25%)** of the student members of an EC is required in EC meetings (presence of Volunteer Coordinator, Chairperson, and mentor does not count towards this requirement). If fewer than the required number of EC members are present, then the meeting should be rescheduled.
- The Hon. Secretary will lead these meetings. In the absence of the Secretary, the Joint Secretary will lead. If both are absent, then the treasurer or one of the EC members should be designated by those present as a leader for that meeting.
- Minutes of meetings: The Joint Secretary has the primary responsibility to ensure that the minutes of each meeting are prepared **within 3 days** of the meeting and submitted to the Volunteer Coordinator, EC mentor (trustee), and the Chairperson.

Selection, Resignation, Removal of EC Members:

- EC members are selected, not elected.
- Selection of new EC:
 - The current EC members will select, every year, members for the next year's EC. They will start the process / discussions in February. All active members and trustees should be invited to suggest names for the new EC positions.
 - Existing EC members could be considered for continuation in the new EC – preferably in a different role.
 - By the end of February or early March, the new EC should be selected.
- Selection discussions: The Chairperson or the Volunteer Coordinator should lead the discussion about the selection of new EC members, and guide the discussions to arrive at a consensus decision. If the discussion continues for unreasonably long time, or if a dead lock has resulted, then the Chairperson or Volunteer Coordinator should intervene as a last resort and initiate a decide by a majority vote.
- Selection criteria for EC members:
 - Consider the year of study of the candidates presented to ensure that only less than half of the members in the new EC would be in the final year of their study.
 - Strong interest in serving the disadvantaged people (children and adults) in Vadodara
 - Should be a student, preferably in the first or second year of college.
 - Should be residing in Vadodara or nearby areas such that he or she can frequently visit FS campus and attend activities
 - Willing to commit about **four hours per week** for FS related work, including participation in activities and meetings.
- Selection criteria for Hon. Secretary: The position of the Secretary is little different than other EC members. It is to provide overall leadership for the entire EC. This requires higher level of competence. Therefore, following criteria, in addition to the criteria listed above, must be followed while selecting Hon. Secretary:
 - Must have an experience as an active volunteer at FS for a year or more. This can be for participation in an activity, or event, or a project. It is not necessary to have prior experience of being a member of an EC.
 - Existing EC's Joint Secretary does not automatically become a Secretary for the new EC. The new Secretary must meet all the criteria listed above.
- Tenure of EC members: **One year** (July 1 to June 30) – it can be renewed during selection of new EC for the coming year, preferably with a different role on the EC

- Resignation of EC Member: Any EC member could resign by sending an email or a letter to the Secretary, the Volunteer Coordinator and the Chairperson. The letter should indicate the last day of service.
- Removal of EC Member: Any EC member could be removed and replaced by the other EC members for the following situations:
 - If a member engages in any egregious behavior (such as sexual harassment, inappropriate behavior on the FS campus or during any FS activity; financial misappropriation, etc.)
 - Treats other volunteers with disrespect or in undignified manner; becomes too authoritarian, etc., however, removal is considered only if the member fails to make improvements within a couple of months after such shortcomings are pointed out to him or her
 - Does not attend any three EC meetings in a row, or fails to attend two or more activity sessions for which one is responsible for
- After resignation or removal of EC Member: The Chairperson will inform everyone at FS (members, staff, etc.) of such resignation.

Appointment of a Joint Group in-charge: A joint group in-charge can be appointed for any activity group if a group in-charge believes that his or her activity is too complex, too big, or has too many volunteers and as a result, needs additional support by having a joint in-charge. In such case, the EC decides on such requests. If all agree, then a Joint Group in-charge can be assigned - but only for that program year.

When a joint in-charge is appointed, it must be defined from the beginning how the responsibilities of the group in-charge and the joint in-charge will be shared.

Tenure: The position of joint group in-charge will exist ONLY for the program year in which one is appointed. When a new EC is formed, all joint group in-charge position will be discontinued. In other words, joint group in-charge positions are **temporary** for a particular year and are not an on-going part of the EC structure.

Expectations of EC Members:

1. Spend at least **four hours per week** for Friends Society related matters, including visiting the FS campus at the Petit Library, participating in meetings and activities, and interacting with other volunteers, Volunteer Coordinator, trustees, FS staff, and the past members.
2. Keep commitments (such as for attending meetings and doing what one says he or she will do; be on time; and so on)
3. Treat everyone with respect (volunteers, students, beneficiaries, parents, staff, etc.).
4. Involve everyone in discussions during meetings (formal or informal)
 - Encourage quiet or shy members to join the discussions.
 - Listen to all points of view with open mind; do not act in autocratic or dictatorial manner. In other words, practice participative management and arrive at decisions using consensus method. At times, however, the group leader may need to decide by 'majority' if consensus cannot be reached despite all effort.
 - Handle difficult situations and conversations tactfully such that you make your point in such a way that the other person does not feel disrespected or mistreated.
5. Keep eyes and ears open for situations where any volunteer, beneficiary, or staff is treated badly or harassed in any manner (physical, mental, emotional manner) at the FS campus or during any FS sponsored activity. Address the situation directly with the person engaging in such behavior, and with

the Chairperson, if needed. Read FS' "Sexual Harassment" policy and two related posters and become fully familiar with their content.

6. While at the FS campus or during any FS activity, maintain professional and appropriate decorum, dress appropriately, and behave in such a manner that others don't find the behavior offensive.
7. Promote positive image of FS while interacting with others in personal and professional lives; be a strong messenger and advocate of FS.

Expectations of Others Attending EC Meetings:

- **Their role during the EC meetings:**
 - The Mentor - EC, the Volunteer Coordinator and Chairperson will attend all EC meetings. (Clarification: The Secretary leads discussions and the EC meeting overall)
 - Share information from the trustee meetings that the EC group should know about
 - Speak-up and provide input or direction when:
 - (1) a point discussed is complex and the group is getting lost in discussions
 - (2) the student members are getting side-tracked and moving away from the topic of discussion, and if the meeting leader (secretary) is not correcting this situation
 - (3) the discussion is such that it could lead to decisions that are counter to the mission and principles of FS. Then the mentor (or Chairperson) should intervene and explain the reasons why that would not be a proper course of action
- **Their role outside of the EC meetings:**
 - Approval of budgets for individual activities or events
 - Hold EC members accountable for the roles they are expected to play and for showing up on time for activities and meetings, and for timely submitting reports and expense receipts.

Leadership Tips:

➤ **Seven personal characteristics of a true leader:**

1. **Friendly:** Leader is nice to others; is friendly and approachable; others can easily relate to him or her; is able to relate to anyone regardless of their background or ideas; is relaxed (not too serious or intense).
2. **Respects all:** Listens when someone is speaking (does not interrupt or cut off people who are speaking); shows common courtesies to all (says, 'thank you' and 'please' often); asks others for their opinions / ideas
3. **Fair:** Fairness means treating all with similar consideration, not playing favorites, not pay more attention to some while ignoring others. Fairness also means not to claim credit for other person's ideas or work.
4. **Listens actively:** Active listening ("really listening") is a skill that can be acquired and developed with practice, concentrating on what is being said; it involves listening with all senses - to understand what the person is communicating (both verbally and non-verbally) - while keeping an open mind.
5. **Flexible and open-minded:** Open-mindedness is the willingness to search actively for evidence against one's favored beliefs, plans, or goals, and to weigh such evidence fairly when it is available. It means admitting that you aren't all-knowing and that whatever truth you find might always have more to it than you realize. Flexibility is willingness to change mind, adopt different viewpoints without being rigid.
6. **Low ego:** Humbleness is a mark of a great leader; it is a quality of being modest or unpretentious; not being proud or arrogant; it means not believing that you are more important or smarter than others.
7. **Good example to others:** A leader presents an example, for others to follow, by his or her behavior. Good examples of expected behavior are best shown, not told. It is consistent behavior produced by following a philosophy, morals, and principles. Examples: be on time for meetings and activities; keep your work and demonstrate to others all the points mentioned above, and so on.

➤ **Direction, vision, “path towards goals”**

A leader of any activity or group at FS needs to clarify for its team members what they are trying to accomplish, a vision for the activity (a big picture, why they are doing it) and what are the goals for the activity (what will indicate that they are doing it well or successfully).

The vision and goals outlined relate to the FS goals; One more thing is also needed - the leader needs to show to volunteers how that activity will help them satisfy their personal goals (reasons why they volunteered); show them the connection between the organizational and personal goals. This means explaining the path towards satisfying goals. This is a key factor in increasing volunteer motivation and retention.

➤ **Motivating volunteers for an activity**

Following are suggestions for leaders to consider for motivating their team members:

- Practice the seven personal characteristics mentioned above. Doing so will have strong impact on motivating others.
- Show the volunteers “path” towards achieving their goals by participating in the activity (the point explained above) – this is a basic and strong motivator
- When a volunteer presents an idea, consider it, and use it if possible. In case the idea cannot be used, then explain to him or her the reasons why. If the idea is used, give that volunteer the credit for it. Such approach not only increases motivation for that volunteer, but also increase motivation of other volunteers (a spillover effect).
- Create positive and upbeat environment during the team meetings and the activity itself; create excitement and enthusiasm for the activity

➤ **Handling “deviations”**

One of the roles of leaders is to manage deviations that may occur, such as a volunteer is consistently behaving in irresponsible manner; a team member treats other team members, beneficiaries, etc. rudely or improperly, and so on. Two key requirements of a leader: handle the situation tactfully and with firmness. Seek guidance from senior members or mentors.

Few volunteers working and spending time only with a few people they like should be identified by the team leader and such “groups” (“groupism”) should be discouraged. Groupism (cliques) are quite harmful to the basic goals of FS.

KEY REFERENCE INFORMATION

Address: Friends Society, Petit Library, Opp. Parsi Agiyari; Fatehganj, Abbas Tyabji Rd, Vadodara 390002, India
(Note: it is on the Fatehganj Main Rd and near Rangoli restaurant)

Phone: +91-265-275-0629 **Email:** office@fsvadodara.org **Website:** www.fsvadodara.org

Registration: Donations are exempted from income tax under Section 80G(5) of the Income Tax Act 1961

Bombay Public Trust Act 1950 - Reg. No. Vadodara F-109; Society Registration Act 1860 - Reg. No. Guj/351/Vadodara



 This symbol indicates “Youth, Society Integration”
FS motto is “Self-development Through Service”

FS Logo:

(FS was established on August 15, 1969)

Key documents: (1) “Governance at Friends Society (Management and Administration)” and (2) “Sexual Harassment Prevention, Prohibition and Redress - Policy & Program.” They are available on the FS website.

Frequently used abbreviations: **BOT** (Board of Trustees); **EC** (Executive Committee); **ICC** (Internal Complaints Committee – part of sexual harassment policy); **OC** (Office Coordinator); **VSC** (Volunteer Coordinator or Volunteer Services Coordinator); **CH** (Chairperson); **VC** (Vice Chairperson); **FS** (Friends Society)

OUR MISSION

What we are all about, our reason for existence

Help young volunteers realize self-development through participation in activities for providing service to the people in need.

PRINCIPLES

Guidelines for how we do things, core values we do not deviate from

1. Believe in each person's potential to achieve better things
2. Members realize self-development through service provided
3. As custodians of other people's money, we spend it judiciously
4. Treat each other with respect
5. Safety and well-being of the people we serve through our activities are important
6. Safety and well-being of volunteers participating in our activities are important
7. Avoid duplication of activities carried out by other organizations

PRACTICES AND CONVENTIONS

Practices and beliefs followed informally over the years at FS

- ✓ Beneficiaries are our friends
- ✓ We value small contributions from large number of people compared to one big donation
- ✓ We may have political belief system or inclination, but we keep it out of FS
- ✓ We do not seek publicity; however, we do not shun the due publicity for the activities or FS (but not for individuals - our work for FS is selfless)
- ✓ We focus on issues and not individuals. We fix mistakes and not persons
- ✓ Leader should be felt and not be visible; a leader is best when people barely know he/she exists
- ✓ We believe in "service to people" but not at the cost of studies/job responsibility/family

SEXUAL HARASSMENT POLICY

Friends Society (FS) will ensure work environment that is free from sexual harassment for all its volunteers, staff and beneficiaries. This applies to activities at the FS operations at the Petit Library or carried out anywhere else.

FS will create an Internal Complaints Committee. Its members will be appointed by the BOT. When a complaint is filed and investigated by the FS Internal Complaints Committee (ICC), the complaint is upheld by the Committee, and the ICC report is submitted, the Board of Trustee will take actions it deems necessary for the given situation, including expelling a member or staff who may have been involved.