



GOVERNANCE at Friends Society (Management and Administration)

August 2019

This document presents a **future state** image of what will be happening at Friends Society (roles, responsibilities, expectations, etc.) to ensure that FS is a robust organization that can adapt to and withstand rotating student membership, changing societal needs and other factors, and survive well for many years to come.

Friends Society
at Petit Library, Opposite Parsi Agyari
Abbas Tyabji Road, Fatehganj, Vadodara 390002, India
www.fsvadodara.org
Email: office@fsvadodara.com
Office: +91 265 275 0629

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There are no secrets to success. It is the result of preparation, hard work, and learning from failure. - Colin Powell

INTRODUCTION

Governance at Friends Society explains how the organization operates – its management and administration structure.

This document:

- Shows the future state of the organization. What will FS look like when all the parts of this structure are fully implemented. This means that during the implementation stage of several months or a year, FS may temporarily look different than what is outlined here.
- Provides a big picture view of the organization.
- Is an umbrella document. Specific procedures, guidelines, principles, and unwritten conventions are all under this ‘umbrella’ and are provided separately, not included in this document. In other words, “What” is explained here, “How to” is explained elsewhere.

The intention behind developing this document is to provide a structure for FS that is robust enough to weather changes in its environment and membership and survive well for many years to come.

This document will be modified as needed when significant changes occur in the personnel and other factors affecting its operation.

CHANGE RECORD

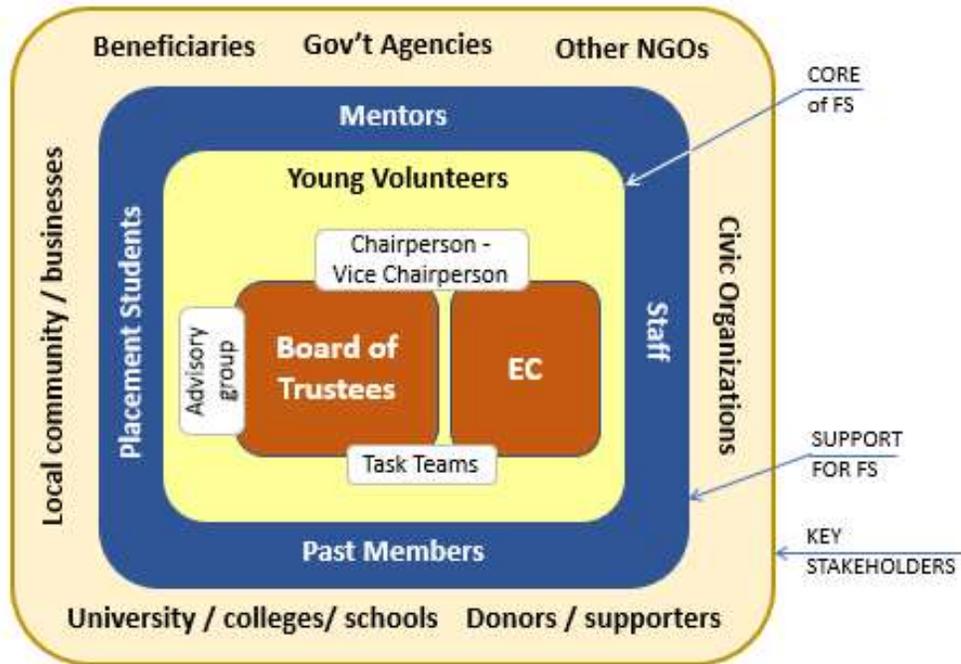
Revision	Date	Brief explanation of changes made
Original	7 Aug 2019	
Rev 1		
Rev 2		
Rev 3		
Rev 4		
Rev 5		
Rev 6		
Rev 7		

To survive, you’ve got to keep wheedling your way. You can’t just sit there and fight against odds when it’s not going to work. You have to turn a corner, dig a hole, go through a tunnel – and find a way to keep moving.

Twyla Tharp

A. FRIENDS SOCIETY STRUCTURE

THE WORLD OF FS



KEY GROUPS

VOLUNTEERS	PAID STAFF	STAKE HOLDERS
Board of Trustees	Office Coordinator	Recipient of services (Beneficiaries)
Chairperson Vice Chairperson	Volunteer Coordinator	Government agencies
Executive Committee	Accountant	Service organizations
Volunteers (students)	Service Staff (Teachers / therapists / librarian)	University / colleges / schools
Placement Students	Support Staff	Donors / supporters
Mentors		Banks
Past members		Local community (businesses, people)

Clarification : various roles and responsibilities are listed in this document. None of them include **self-development, creating value, developing proper culture**, etc. This is because these are outcomes of doing the right things and doing them well. They are not activities or tasks by themselves.

A-1: BOARD OF TRUSTEES

- A Roles & Responsibilities
- B Assignments for Individual Trustees
 - Mentor - EC
 - Placement Students Coordination
 - Rapid Response Team
 - Regulatory Affairs & Finance Team
 - Communication / networking Team
 - Staff-based Activities & Campus Team
 - Membership Team
 - Fundraising Team
- C Composition and Functioning of the Board of Trustees (BOT)
- D Selection / Appointment / Removal of Trustees
- E Expectations of Trustees
- F Regulatory Requirements

The trustees of Friends Society (FS) oversee all aspects of the organization.

A Roles and Responsibilities of the BOT:

- Discuss and decide on matters such as:
 - Significant or critical issues or challenges facing FS
 - New projects or ideas for activities, particularly if they are different from what FS has done traditionally, to ensure that they do not violate the mission and principles of FS
 - All regulatory matters
 - Appointments of mentors, auditors, and consultants
 - Matters related to making alternations to structures and utilities at the Petit Library campus
 - Periodically review the direction in which FS is heading, new trends occurring in and around FS, changing needs for services, changes in volunteer population, and other such broad trends to identify adjustments that are needed
 - Any other FS matter that the trustees consider to be worthy of discussion
- All matters related to the paid staff, including creating or eliminating staff positions, staff hiring or removal decisions, and compensation matters. The trustees can delegate such responsibility to a specific individual(s). In case of such delegation, the trustees maintain the responsibility to oversee the work of that person, and must be kept informed by the person(s) to whom the tasks are delegated
- Approval for expenses that **exceed Rs. 10,000** for any project or any single expense.

- Assign **five** trustees who would have the authority to sign cheques. (This includes the Chairperson and the Vice Chairperson)
- Selection or removal of the Chairperson, Vice Chairperson, trustees, Office Coordinator, and Volunteer Coordinator, when necessary.

B Assignments for Individual Trustees:

From among the trustees, following individual assignments should be made by the BOT. One of the trustees will be assigned to each of the following functions as a primary person and another trustee or a senior past member as a back-up person.

Individual trustee assignments:

1. Mentor - EC [Details on Page 25]
2. Placement Students Coordination [Details on Page 27]
3. Rapid Response Team [Details on Page 32]
4. Regulatory Affairs & Finance Team [Details on Page 33]
5. Communication / networking Team [Details on Page 33]
6. Staff-based Activities & Campus Team [Details on Page 34]
7. Membership Team [Details on Page 35]
8. Fundraising Team [Details on Page 36]

C Composition and Functioning of the Board of Trustees (BOT):

- Trustees should be appointed by the BOT.
- There should be a minimum of **seven** trustees at any time.
- Chairperson and Vice Chairperson both are members of the Board of Trustees
- The Office Coordinator will serve as a coordinator for the BOT – scheduling meetings, sending related communications, maintaining meeting minutes, getting trustee signatures for the minutes, maintaining records of all minutes, etc.
- BOT Meetings:
 - Presence of at least **four** trustees is required in BOT meetings to form a quorum. If three or fewer trustees are present, the meeting must be rescheduled.
 - The BOT will hold at least **four** meetings every program year (July 1 to June 30); one of these meetings must be a joint meeting with the Executive Committee.
 - The chairperson will lead the BOT meetings. In the absence of the Chairperson, the Vice Chairperson will preside. If both are absent, then one of the trustees should be designated as a leader for that meeting by those present.
 - The Office Coordinator and Volunteer Coordinator will attend the BOT meetings. However, they will not have a voting right and the trustees may ask them not to attend a particular meeting or to leave the room during discussions of certain topics.
 - At the beginning of each meeting, previous meetings' minutes should be read out loud and agreed to by all the trustees present. If there are any disagreements, they must be noted in the minutes of the current meeting

- Minutes of meetings:
 - The meeting leader will assign one trustee to write minutes of the meeting. The minutes should be finalized (typed) and distributed to the trustees within **3 days** of the meeting.
 - Minutes must be signed, within **10 days** of the meeting, by the trustees who had attended. Invited guests do not need to sign the minutes.
 - The office coordinator has the responsibility to maintain on file all the meeting minutes in both signed paper copies as well as scanned (electronic) files of these minutes .

D Selection / Appointment / Removal of Trustees:

- The current BOT will determine, using the criteria listed below, which individual(s) would be invited to join FS as a trustee.

The BOT may designate a search committee to do the screening of possible candidates and then recommend to the BOT at least two persons. The BOT will then interview the candidates and make the decision.

- Trustee selection criteria:
 - Must have been associated actively with FS for at least **three** years (that is, had participated in FS activities on a regular basis). These years do not have to be continuous.

Exceptions can be made by the Board of Trustees as follows:

1. Consider someone with less than three years active involvement with FS, if other factors outweigh in favor of that person.
2. Consider someone who has not been associated with FS. Maximum two such outside trustees could be on the BOT at any one time.

- Should be residing in Vadodara or nearby areas such that he or she can visit FS campus frequently and attend activities.
- Would be able to spend two hours per week on FS matters and visit the FS campus at least two times in a month.
- Should be at least **35 years** old and be mature at a level appropriate for the organization.

Exceptions can be made by the Board of Trustees by considering someone younger than 35 years of age, if other factors outweigh in favor of that person.

- The candidates need to demonstrate during an in-person meeting with the trustees (or designated search committee members) maturity and strong interest and commitment for service to others and for engaging and working with young volunteers.
- Tenure of a trustee: Each trustee will be appointed for a term of **three years** (from the date of the appointment). The BOT may decide to reappoint a trustee after his or her tenure is over.
- Resignation of a trustee: Any trustee could resign by sending an email or a letter to the Chairperson and copy all other trustees. The letter should indicate the last day of service and the reasons for resigning. It is expected that the trustee who is resigning will give 2 to 3 months advance notice so that replacement trustee can be assigned in that time period.

The trustees will formally accept the resignation within two weeks and document it. The Office Coordinator will maintain such documentation.

- **Removal of a trustee:** Trustees can remove a trustee if he or she had engaged in an egregious behavior (such as sexual harassment or financial misappropriation) or failed to exhibit characteristics necessary for effectively performing their role for more than six months (examples: repeatedly being too authoritarian in approach or treating others with disrespect)
- **After resignation or removal of trustee:** The Chairperson will then inform everyone at FS (members, staff, etc.) of such resignation.

The Office Coordinator will submit information on all trustee changes (departures and additions) to the Charity Commissioner office within two weeks of the decisions being made regarding such changes by the BOT.

E Expectations of Trustees:

Common expectations (see Page 31) that apply to everyone at FS, PLUS the following additional expectations:

- Trustees are expected to attend all the BOT meetings
- On an average, spend **two hours** per week for Friends Society related matters and visit the FS campus at the Petit Library at least **two** times in a month. The visits could be for attending meetings, interacting with volunteers and join activities.
- To respect roles and responsibilities at FS, when any instruction is to be given to EC members or staff to do something, trustees (and Chairperson and Vice Chairperson) should go through the person they report to. In the case of EC members, they should go through the Volunteer Coordinator; in the case of Volunteer Coordinator, to go through the Chairperson, and in the case of all other paid staff, they should go through the Office Coordinator. This is necessary to avoid confusion for the person being directed to do something, particularly when they get conflicting instructions or excessive demands on their time.

F Regulatory Requirements:

- All trustees are registered with the Charity Commissioner office.
- Any changes in the trustees must be reported to the Charity Commissioner office
- Any trustee who plans to stay outside of India for a period of more than three months must send a letter to the Charity Commissioner regarding such absence before their absence begins.

A-2: CHAIRPERSON AND VICE CHAIRPERSON

Clarification about the leadership role at FS:

A leader of any NGO plays very different role compared to a leader in corporate, for-profit, and government sectors. A leader in an NGOs must adopt participative management style and get comfortable with distributed decisions making and consensus building as a way of operating. And when the NGO is a voluntary youth-based organization, which FS is, these requirements become significantly more critical. In other words, the Chairperson is not a 'boss' at Friends Society. [Details on Page - 41, Appendix]

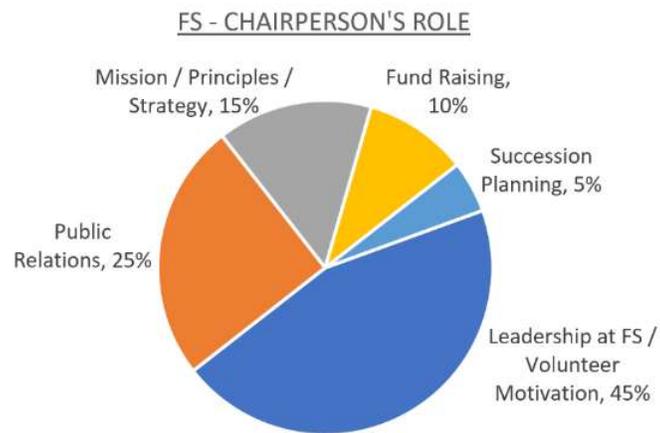
A Roles and Responsibilities – Chairperson:

The role of the Friends Society Chairperson is to be a guardian and promoter of the organization; and it is essentially a strategy role focusing on a big-picture view of the organization. However, hands-on role (getting involved in operational details) may be necessary in some specific situations, particularly when major changes are being

introduced at FS. Such involvement should be rare and infrequent – only if absolutely necessary.

FS Chairperson: Five Roles

The role of the Chairperson has **six components** described below with approximate % time to be spent for each.



1. Leadership within FS / Volunteer Motivation (45%)

- Attend EC meetings
- Provide direction, and participate with others in resolving major issues
(However, the Chairperson should have minimal involvement in the day-to-day issues, or get involved only when absolutely necessary)
- Serve as a resource for others in FS
- Be a guardian of safety and wellbeing of members and beneficiaries
- Motivate FS student volunteers and provide them guidance
- Participate in / attend FS activities

2. Public Relations (25%)

- Network with influential and key people in Vadodara community
- Identify key organizations and government agencies, and increase their awareness of the value that FS offers

3. Mission / Principles / Strategy (15%)

Fully understand the FS mission, principles, and strategy; promote them with others within and outside FS

4. Fundraising (10%)

Help raise funds for FS, particularly from charitable trusts and corporations

5. Succession Planning (5%)

Ensure succession planning for the key positions at FS

Other roles of Chairperson:

- Provide leadership for the Board of Trustees
- Provide overall leadership (supervision) for the Executive Committee as needed
Clarification: the role of Chairperson regarding EC is limited.

FS is a student organization and EC is its primary tool to provide student volunteers opportunity to participate in the governance of FS, take on leadership

roles and realize self-development doing so. FS is also a laboratory for them to experiment, take chances and even to fail and learn from their failures.

Therefore, it is necessary for the Chairperson, mentor (trustee), and Volunteer Coordinator to allow students on the EC to lead and conduct meetings on their own. The role of senior members attending the EC meetings is to monitor discussions and intervene only if serious mistake is being made that could have major impact on FS, or when a discussion is leading to nowhere. And, to convey this, the Chairperson, or other senior member, should not sit at the head of the table during EC meetings.

- Form various task teams working jointly with Volunteer Coordinator and Secretary
- Serve as a primary liaison with all external organizations, including the trust for the Petit Library
- Approve a single expense of **up to Rs 10,000**
- Sign bank cheques

B Roles and Responsibilities – VICE CHAIRPERSON:

- Work in tandem with the Chairperson
- Four focus areas of Vice Chairperson:
 1. Promote greater engagement in FS of the past members; initiate activities and programs to achieve this goal [Details on Page 29]
 2. Lead the Staff-based Activities / Facility Task Team [Details on Page 34]
 3. Lead the Fundraising Task Team [Details on Page 36]
 4. Overall donor management and donor database (Note: The Office Coordinator will oversee tactical details such as issuing receipts, sending letters, etc.)
- Provide the Chairperson ideas, advice and suggestions on important matters
- Perform the Chairperson's role when the Chairperson is not available
- Sign bank cheques

C Expectations of the Chairperson and Vice Chairperson:

Common expectations (see Page 31) that apply to everyone at FS, PLUS the following additional expectations:

- Both Chairperson and Vice Chairperson should spend **three hours per week** for Friends Society related matters, including visiting key people and organizations in the City, developing contacts and networking; visiting the FS campus **once a week** for couple of hours to interact with volunteers and staff and participate in activities
- The Vice Chairperson should attend EC meetings if the Chairperson is not available

D Selection, Appointment, Removal of the Chairperson and Vice Chairperson:

- The BOT will decide, using the criteria listed below, who would be appointed to be the Chairperson or the Vice Chairperson.

The BOT may designate a search committee to identify and screen possible candidates and then recommend persons to the BOT. The BOT will then interview the candidates and make the decision.

- Criteria for selecting the Chairperson or Vice Chairperson:
 - Either can be an internal or external candidate. However, if the Chairperson is an external person, then the Vice Chairperson should preferably be an internal person and vice-versa.
 - It is preferable that a person initially is in a trustee role at FS before he or she is assigned to either Chairperson or Vice Chairperson role.
 - Also, it is preferable that at least one of these positions is filled by a woman.
 - Age should preferably be in the **mid-40's** or higher
 - Should be residing in Vadodara or nearby areas such that he or she can frequently visit FS campus and attend activities
 - Would be able to spend three hours / per week on FS matters and visit the FS campus at least once a week.
 - If an internal candidate is considered, then he or she should be a past member who has been associated with FS **preferably for 8 to 10 years** (which does not have to be continuous) and during that time was actively engaged in its various activities; and preferably had leadership roles in FS.
 - Exception: the BOT may consider an internal candidate with less than 8 years with FS as they deem appropriate.
 - Should have demonstrated strong interest in service to the community and self-development of young volunteers
 - During an in-person meeting of the candidate with the trustees, the candidate should come across as a mature person, and as strongly interested and committed to service to others and in engaging and working with young volunteers
 - Should have excellent interpersonal and communication skills
 - Should have very good command of English language (spoken and written)
 - Should be able to relate to and work effectively with others, particularly younger members and could gain their respect and confidence
- Tenure of the Chairperson or Vice Chairperson: The person in either position will be appointed for a term of **three years*** (from the date of the appointment). The BOT could decide to reappoint after his or her tenure is over.
 - The current FS constitution designates the tenure for one year. Therefore, the constitution needs to be revised to reflect three-year tenure.
- Resignation of Chairperson or Vice Chairperson: They could resign by sending an email or a letter to the trustees. The letter should indicate the last day of service and the reasons for the resignation. The BOT will accept the resignation. It is expected that they would give 2 to 3 months advance notice so that replacement can be identified in that time period.
- Removal of a Chairperson or Vice Chairperson: Trustees can remove a trustee if he or she had engaged in an egregious behavior (such as sexual harassment or financial misappropriation) or failed to exhibit characteristics necessary for effectively performing her or his role for more than six months (examples: repeatedly being too authoritarian in approach or treating others with disrespect)
- After resignation or removal of Chairperson or Vice Chairperson: One of the trustees will inform everyone at FS (members, staff, etc.) of such resignation. Note: the matter of accepting the resignation does not apply as they are serving voluntarily.

The Office Coordinator will submit information on changes in the Chairperson position to the Charity Commissioner office within two weeks of the decisions being made by the BOT.

E Regulatory Matters:

The name of the person occupying the Chairperson position is registered with the Charity Commissioner’s office. If any changes occur in the person occupying this position, such changes must be reported to that office, within a month, along with a copy of the BOT meeting minutes indicating the change made.

These minutes must be signed by all trustees present in such meetings within two weeks.

Note: There are no such requirements for the position of the **Vice Chairperson**.

A-3: EXECUTIVE COMMITTEE

A	Composition of EC
B	Roles and Responsibilities <ul style="list-style-type: none"> Responsibilities of EC (Overall) Responsibilities of the Hon. Secretary (“Secretary”) Responsibilities of the Joint Secretary Responsibilities of the Treasurer Responsibilities of Group In-charges
C	Expectations of the EC Members
D	EC Meetings
E	Selection , Appointment, Removal of EC members
F	Mentor - EC
G	Regulatory Requirements

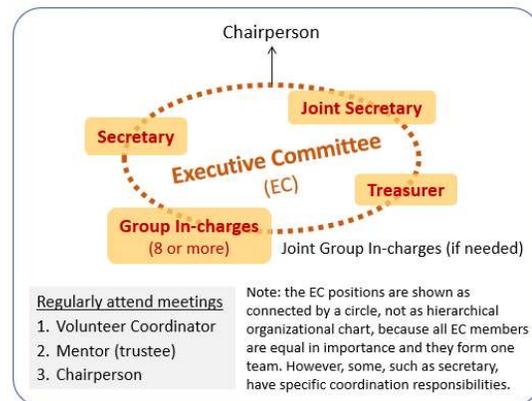
Executive Committee (EC) is comprised of students / young volunteers and conducts all routine volunteer-based activities (e.g. Cheer-Up) or special events (e.g. Shaurya). The EC is at the heart of Friends Society.

A Composition of the Executive Committee:

The EC typically has **more than 8 members** – this number can change from year-to-year depending on the 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
- Volunteer Coordinator
- Mentor (trustee)
- Chairperson

Note: Chairperson provides overall leadership (supervision) for the EC when needed but does not lead the meetings – see ‘Clarification About Senior Members’ Role in EC Meetings’ on page 17.



B Roles and Responsibilities (EC):

Overall Responsibilities of EC:

- Organize / conduct all routine volunteer-based service activities and special events; raise funds as needed
- Organize EC camps, program planning camps, and volunteer camps
- Examine existing activities to determine if they should be continued, modified, or stopped; develop ideas for new service activities, as needed
- Assist in staff-based activities (classes for women, Balwadi and Library) when needed
- Develop budgets for individual activities or events; track expenses against the budgets
- Conduct activities to recruit new student members
- Participate in broader FS matters in general, and particularly:
 - Once a year, participate in a joint meeting with the Board of Trustees
 - Organize general body (GB) meetings **once a year** for all members; present the reports as required in the GB meetings [See Page 38 for details]
 - Provide input and suggestions to the Search Committee when they conduct search for the key positions at FS [See Page 37 for details]
 - Participate in special FS projects as requested by the Board of Trustees

Responsibilities of the Hon. Secretary ('Secretary'):

- 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)
- Participate in each volunteer-based service activity at least **once** in two months and participate in all special events.
- Identify group activities which are conducted poorly and take actions to energize and revive them. In other words, focus more time and energy on such poorly functioning activities compared to those that are conducted effectively and efficiently.
- 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.
- Motivate and encourage individual volunteers to actively participate in one or more of the activities; recognize good work done by individuals.
- Create accountability for volunteers (practice 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.")
- 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.
- 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 membership.

- 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.

Responsibilities of the Joint Secretary:

- Schedule and organize meetings – 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 of EC meetings to all trustees
- Maintain record of attendance at all EC meetings and the General Body meetings
- Communicate changes in the EC membership to the FS community (trustees, staff, all volunteers)
- Work closely with the Secretary; and assist him or her as needed; fill-in for the Secretary when he or she is unavailable

Responsibilities of the Treasurer (EC position, not accountant):

- 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 to become familiar with FS finances overall; also, learn the process of creating activity budgets and guide the group in-charges in creating activity budgets.
- 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.
- Work jointly with the accountant on the following matters – to learn about the processes and discuss ideas for improvement as they come up. However, the accountant retains the final responsibility for accomplishing the tasks:
 - 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
- Monitor all activity related expenses to ensure: (1) that they are appropriate and necessary, and (2) that receipts are obtained in timely manner and are in proper format for audits.
- Present FS financial report at the General Body meetings.

Responsibilities of Group In-charges: (activity or special event group in-charge)

- Each activity or special event group in-charge has an overall responsibility to ensure that the activity or the event is carried out properly and effectively
- Plan for and organize activities or events with volunteers; seek their ideas and opinions; hold planning meetings with them; involve them in decision making for the team related matters (see ‘Participative Leadership’ in Appendix, page - 41)
- Hold volunteers accountable for the activities or events they make commitment for – accountable for participating regularly and to be on time. Track their attendance.

Identify those who do not keep their commitments or are frequently late (tardy); discuss this matter with these volunteers, and, if they do not show improvement, inform the Secretary and the Volunteer Coordinator and do not consider them in the future for any responsible positions at FS.
- Write a report **within one week** of the completion of the activity or event and submit it to the Volunteer Coordinator.

- 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.
- **Joint Group in-charges:** A joint group in-charge can be appointed for any activity group only if one of the following conditions is met:
 - A When the group in-charge is a final year student and will not be on the EC in the following year, or
 - B 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 will decide such request should be honored. 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.

C Expectations of the EC Members:

Common expectations (see Page 31) that apply to everyone at FS, PLUS the following additional expectations:

On an average, spend **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.

D EC Meetings:

- The EC will hold at least **four meetings** in any program year (which is June 1 to May 31). 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 only if 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 three or fewer student 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. (See clarification on page 17)
- 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.

E Selection / Appointment / 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, however in roles different from their past roles.
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 there is a dead lock has resulted, then the Chairperson or Volunteer Coordinator should intervene and decide. Typically, one or two meetings should be enough to decide on new EC membership.
- Selection criteria for EC members:
 - **Consider the year of study of the candidates considered to be on EC to ensure that only less than half of the new EC members 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.
- Tenure of EC members: **One year** (June 1 to May 31) – it can be renewed during selection of new EC for the coming year.
- 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 and reasons for resigning.
- 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 2 to 3 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.

F Role of Mentor-EC, Volunteer Coordinator and Chairperson

CLARIFICATION ABOUT SENIOR MEMBERS' ROLE IN EC MEETINGS

Leading EC meetings involves setting agenda for the meetings, directing discussions (keeping to the point and get sidetracked, not allow discussion to go on and on unreasonably, etc.); making sure each EC member participates in discussions, including those who are shy; making sure that too talkative or strong members do not dominate discussions, and so on. It also includes making sure that meeting start and end on time.

Experience of leading meetings is a critical learning experience for student volunteers. Therefore, it is necessary for all three senior members attending EC meetings to allow students to lead meetings.

This means that during the EC meetings, the Chairperson, Volunteer Coordinator, and EC mentor should allow student members to lead the meetings, not take over the meetings, and quietly listen to the discussions. However, they should speak up and provide input or direction, when:

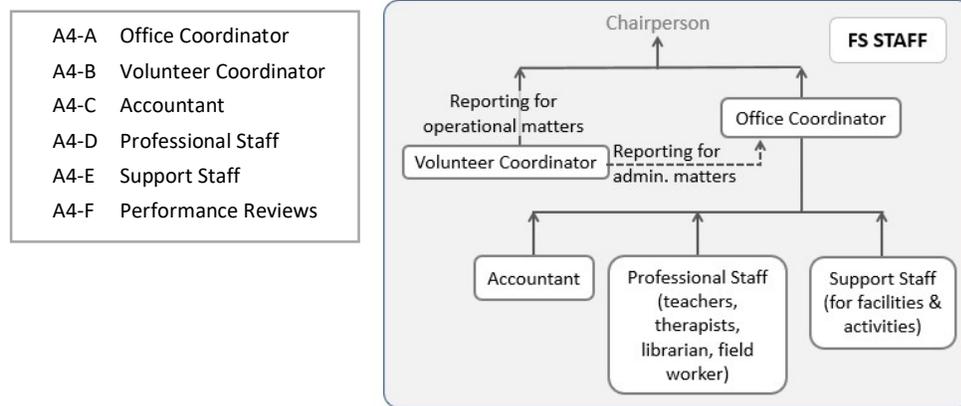
- (1) the discussion occurring in the meeting is such that it could lead to decisions that are counter to the mission and principles of FS. Reasons why that course of action would not be a proper should be explained. In the worst-case scenario, if the EC members refuse to move from their position and potential for serious harm to FS exists, then the Chairperson should make the final call and end that discussion. However, such situation is going to be extremely rare and may not even occur for many years.
- (2) the student members are getting side-tracked and moving away from the topic of discussion, and if the meeting leader (secretary) is not able to correct this situation.
- (3) a point being discussed is complex and the group needs clarification or guidance to be able to continue the discussion.

- Their role during the EC meetings:
 - All three (Mentor for EC - who is a trustee, Volunteer Coordinator and Chairperson) will attend all EC meetings.
 - Provide information from the trustee meetings that the EC members should know about.
 - Monitor the discussions during the meetings and intervene only when it is necessary (see the clarification in the 'box' above), otherwise just listen to the discussions.
- Their role outside of the EC meetings:
 - Maintain informal contacts with the EC members outside of the meetings.
 - Approval of a budget for individual activity / event.
 - Hold EC members accountable for the roles they are expected to play and for showing up on time for activities and meetings, and for submitting reports and expense receipts within designated time.

G Regulatory Requirements:

There are no regulatory requirements that relate to EC specifically.

A-4: FRIENDS SOCIETY STAFF



WHY IS PAID STAFF NEEDED AT FS? Friends Society is a voluntary youth organization, yet there is a need for hiring paid staff to supplement what volunteers do. This need is in five areas:

- (1) There has been large decline in the last few decades of senior members' presence at the FS campus in the evenings and providing guidance and interacting with younger members. This critical need is now met, in most part, through the Volunteer Coordinator, a staff position.
- (2) Some services, such as sewing classes, Balwadi and different types of therapies, cannot be provided by volunteers as these are skilled and technical subjects, therefore the professional staff - teachers, therapists, librarian - are needed.
- (3) A qualified accountant is needed to manage all money related matters.
- (4) There is the need for support services such as running errands, cleaning, watching after the facility at nights, and so on – and therefore support staff is needed.
- (5) Someone is needed to manage and supervise all the staff and to ensure office administrative functions such as handling correspondence, addressing regulatory matters including preparing and submitting reports to agencies, maintaining records and document archives, etc. This is the Office Coordinator position.

A4-A: OFFICE COORDINATOR

The Office Coordinator makes sure that Friends Society functions smoothly and effectively by focusing on management and administration aspects of the operation. He or she works closely with everyone at FS and reports to the Chairperson. This is a critical position for FS.

Clarification: The Office Coordinator has a responsibility for overseeing and coordinating staff related matters. This means that most of the work will be done by the staff. However, the Office Coordinator will also perform the functions when necessary. This is hands-on role and not just supervisory in nature.

A Roles and Responsibilities of the Office Coordinator:

- Overall responsibility for all staff, office management and administration functions at FS.
- Supervise directly all staff, except the Volunteer Coordinator who will have dotted-line reporting relation to the Office Coordinator for administrative matters (but will report to the Chairperson on all functional / program related matters)
- Approve any single expense of up to **Rs. 1,000** - within a limit of **Rs. 5,000 in any calendar month.**

Eight key components of the Office Coordinator role:

1. **Staff supervision and management**
All matters related to the FS staff (hiring and appointment letters, determining compensation, conducting performance reviews, tracking attendance and timeliness, addressing staff concerns or issues that arise, personnel records, etc.). (Note: this will include the Volunteer Coordinator)
2. **Day-to-day financial matters**
Pay bills; ensure receipts are issued; pay all salaries; and other such accounting tasks.

Ensure that all donors are provided receipts, copy of the 80g certificate, and thank you letters (Note: The Vice Chairperson has the overall responsibility for donor management)
3. **BOT Coordination**
Serve as a coordinator for the BOT – scheduling meetings, sending out communications, maintaining meeting minutes, getting trustee signatures for the minutes, etc.
4. **Documentation**
Maintain records and archives, membership files, FS activity photographs; maintain BOT meeting minutes, etc.
5. **Regulatory matters**
Ensure that all regulatory matters (file reports, obtain trustee signatures for documents, etc.) are properly attended to; interact with the government officials as necessary by visiting offices, writing letters, etc.
6. **Office operation related matters**
Maintain necessary amount of cash on hand (petty cash); attend to visitors and phone calls; handle emails, maintain the notice boards; maintain supply of membership form, letter head, envelopes, registers, etc.; arrange printing as required; obtain necessary office supplies and equipment; send receipts, 80g exemption certificate and thank you letters to donors; etc.
7. **Facility related matters**
Ensure cleanliness of all parts of the premises; organize storage areas; operate water pumps; arrange repair of any equipment, lighting, misc. civil works, etc.; ensure upkeep of all furniture; maintain stock and arrange purchase of housekeeping material; and so on.
8. **Safety & well-being of all**
Ensure that the FS facilities are safe and won't cause injuries to anyone using them; ensure that the FS policy on sexual harassment is posted and publicized.

B Selection, Appointment, Removal of the Office Coordinator :

- The BOT will determine, using the criteria listed below, who would be appointed to be the Office Coordinator.

The BOT may designate a search committee to do the screening of possible candidates and to recommend candidates. The BOT will then interview the candidates and make the decision. The Chairperson will sign an appointment letter for this position.
- **Criteria for selecting the Office Coordinator:** [See Job description for more details]
 - **Education:** must be a graduate, with a degree preferably in human resources (HR), management or commerce fields
 - **Experience:** around five years' relevant experience, such as an office administrator, an accountant, supervising others, or as a teacher
 - **Computer skills** – proficient in using Word, Excel, PowerPoint and email programs; preferably have knowledge of 'Access' program
 - **English proficiency** (speaking and writing)

- Responsible, hardworking, reliable and dependable; self-starter; can work effectively with minimal or no supervision
- Strong computer skills
- Language skills - Fluent in written and spoken English
- Strong communication skills - be able to effectively communicate verbally and in writing
- Highly organized and pay attention to details; comfortable working with details
- Excellent inter-personal and social skills
 - Approachable and friendly
 - Open to new ideas and suggestions
 - Patient
 - Tactful in handling difficult situations and people
 - Enjoys being around and working with people
 - Respects others – regardless of their status or title
- Either experience of, or at least strong liking for, working with young volunteers (typically undergraduate college students), and desire to help with their self-development through service activities
- Facilitative leadership style (as opposed to authoritarian or dictatorial style)
- Ability to work effectively with teams
- Resourcefulness and problem-solving skills
- Be able to accept and uphold FS mission and principles; understand value of volunteerism and primacy of students at FS
- Tenure: No fixed tenure. Appointment letters will be for two years. However, annual performance reviews will be conducted. Continuation of the employment or removal from the position will be contingent on the performance.

C Expectations of the Office Coordinator:

Hours: part time; 30 hours / week (5 hours / day, 6 days / week)

Common expectations (see Page 31) that apply to everyone at FS.

A4-B: VOLUNTEER COORDINATOR

The Volunteer Coordinator provides guidance, direction, and encouragement to volunteers and helps maintain continuity in activities from year-to-year. This is a key position at FS because it directly impacts on activities at FS and on the participation and development of student volunteers – the primary focus areas of FS. This person also helps maintain continuity at FS from year-to-year as student volunteers join and leave routinely.

Because this position does not have direct supervisory authority over the volunteers, his or her ability to influence and work with students is of critical importance.

The Volunteer Coordinator has dual reporting relationship: reports to the Chairperson for all program and functional matters and to the Office Coordinator for staff administrative functions (such as attendance, salary payments, leaves, addressing concerns, etc.)

A Roles and Responsibilities of the Volunteer Coordinator:

- Work closely with the Executive Committee:
 - Attend EC meetings
 - Ensure that the EC meetings are held as required and that minutes are kept
 - Interface with the EC members individually also (besides in groups)
 - Follow-up with volunteers to ensure that they keep their commitment in timely manner
 - Encourage and motivate volunteers
 - Maintain minutes of EC meetings
 - Maintain notes from the lessons learned (debrief discussions) after key activities are conducted, and then share with members of new EC after it is formed
- Maintain on file all the EC meeting minutes in both paper copies and scanned electronic files; distribute to all trustees.
- Approve any single expense of up to Rs. 500 - within a limit of Rs. 1,000 in any calendar month.
- Ensure that volunteers and staff obtain proper receipts for the expenses and submit them within three days.
- Maintain database of volunteers; ensure that the data from the membership forms are entered into this database.
- Serve as a resource for the EC members and volunteers as needed; assist them in the fundraising efforts and in contacting various agencies and offices to get permissions for activities, and so on.
- Join volunteers when they conduct activities to show interest and to highlight the importance of the activities; ensure that proper work is being conducted, provide guidance, direction, and encouragement to them, help them when they hit roadblocks.
- Ensure that activity reports are produced within 3 days of the completion of activities; create monthly summary report of activities.
- Compile monthly activities report and send to all trustees by the end of the first week in the following month.
- Supervise and guide the work of placement students assigned to work at FS for their college assignments; provide feedback on their work to the trustee (mentor) assigned for the placement students.
- Identify high-performing or high-potential volunteers who engage actively in the activities, and show very high level of interest, commitment and dependability; then, based on such observations and knowledge, recommend individuals for various positions as appropriate.
- Manage requests for certificates of participation from volunteers; determine whether they meet criteria for issuance of such certificates; manage the process of preparing the certificates
- Be an advocate for the volunteers with the Board of Trustees, Chairperson and other key people at FS.
- Safety & well-being of volunteers, beneficiaries and public - ensure that the FS facilities are safe and won't cause injuries to anyone using them; ensure that the sexual harassment policy is well publicized; and that volunteers understand that any kind of mistreatment by anyone will not be tolerated.

- Assist with office management and administration functions as requested by the Office Coordinator or the Chairperson

B Selection, Appointment, Removal of the Volunteer Coordinator

- The BOT will determine, using the criteria listed below, who would be appointed to be the Volunteer Coordinator.

The BOT may designate a search committee to do the screening of possible candidates and to recommend candidates. The BOT will then interview the candidates and make the decision. The Chairperson will sign an appointment letter for this position.

- Criteria for selecting the Volunteer Coordinator: [See Job description for more details]
 - Should have strong interest in service to community and self-development of young volunteers
 - Minimum a bachelor's degree (preferably in social work, or HR)
 - Have at least three years' full-time work experience in any field, or equivalent duration in case of candidate having part time experiences
 - Must come across as friendly, approachable and relaxed (not too serious or intense); be able to work well with trustees, staff and volunteers
 - Strong ability to relate to younger volunteers (therefore, prefer the age to be between 35 and 50); ability to gain their respect and confidence
 - Should have excellent interpersonal and communication skills
 - Should have good command of English language (spoken and written)
 - Should have excellent computer skills (proficient in using Word, PowerPoint, Excel, email programs, managing document and photo archives on computers)
 - Must be organized and details-oriented
 - Demonstrate during an in-person interview maturity and strong interest and commitment for service to others and in engaging and working with young volunteers
- Tenure: No fixed tenure. Appointment letter will be for **two years**. However, **annual** performance reviews will be conducted. Continuation of the employment or removal from the position will be contingent on the performance.

C Expectations of the Volunteer Coordinator:

Common expectations (see Page 31) that apply to everyone at FS, PLUS the following expectation:

Hours: part time; 30 per week (6 days / week): 4 hours / day in the FS office & 2 hours / day outside of the office

A4-C: ACCOUNTANT

An accountant's role is to manage all matters related to receiving and spending money, paying salaries, banking, audits, and related recordkeeping.

A Roles and Responsibilities of the Accountant:

- Perform all accounting functions such as issuing receipts, making deposits and withdrawing money from banks, writing cheques, getting signatures for them, and mailing them; ensure availability of money to pay monthly salaries, and so on.

- Make sure two-signatures are obtained for FS cheques when required (for example: money to pay salary to staff, taxes, telephone bills, light bills, photocopies; for purchasing materials like novels, books, magazine; service contracts like water purifier, printer, Internet service; for educational and medical expenses for beneficiaries; and so on).
- Provide money to staff and volunteers for designated expenses; obtain receipts from them and enter the data in computer-based spreadsheets.
- Question expenses that are not clear or seem unnecessary; inform the Office Coordinator and the Chairperson when concerns about expenses arise
- Remind everyone at FS that they must spend money wisely as it is other people's money.
- Manage longer-term investments (CDs, etc.)
- Prepare monthly summary financial reports for updating the Board of Trustees.
- Prepare information and reports to submit to auditors; interface with them and address their questions and requests for information; obtain final audited reports from them and provide copies to the Board of Trustees and others as needed.
- Any other accounting or finance related functions.
- Assist with office management and administration functions as requested.

B Expectations of the Accountant:

Common expectations (see Page 31) that apply to everyone at FS, PLUS the following additional expectations:

- Hours: Current accountant – Nikhil Bhatt - works 20 hours per week (14 hours / week or 2 hours /day, seven days in the accountant role; ;and as Asst Librarian for 6 hours / week – 3 days / week)
- Handle cash, cheque books, pass books, etc. carefully
- Restrict access to cheque books, pass books, and other important financial documents to only those who must have the access. Store them in a secure location.

C Selection and Appointment of the Accountant:

- The Office Coordinator will determine, using the criteria listed below, who should be appointed to be the Accountant. Board of Trustees will oversee the process and provide final approval.

This position reports to the Office Coordinator. The Chairperson will sign an appointment letter for this position.

- Criteria for selecting the Accountant: [See Job description for more details]
 - Should have accounting background, at least **three years** (full-time equivalent) experience of working as an accountant.
 - Minimum a bachelor's degree, B.Com. preferred
 - Must be organized and details-oriented person
 - Demonstrate during an in-person interview maturity and strong interest and commitment for service to others and come across as a responsible and dependable person.

- Should have excellent computer skills (proficient in using Word, PowerPoint, Excel, email programs)
- Should have good command of English language (spoken and written)
- Tenure: No fixed tenure. Appointment letters will be for **two years**. However, **annual** performance reviews will be conducted. Continuation of the employment or removal from the position will be contingent on the performance.

A4-D: PROFESSIONAL STAFF

Professional staff at FS includes teachers (sewing, embroidery, various vocational training, and Balwadi), therapists (physical therapist, music therapist, art therapist, etc.) and the librarian. They possess specialized knowledge and expertise in their areas and have related degrees and / or certificates. They provide services at FS which student volunteers typically cannot provide.

A Roles and Responsibilities of the professional staff:

- Conduct the activity for which they are hired.
- Ensure that quantity and quality of their work is adequate, that the activities are effective in bringing benefit to the women and children and identify the need for making changes or improvements in the program.
- Support and mentor placement students who are assigned to the staff-based activities.

B Selection and Appointment of the professional staff:

- The Office Coordinator will determine who should be hired as a professional staff, using the criteria listed below.
- All staff in the professional category (teachers, therapist, librarian) report to the Office Coordinator; the Chairperson will sign their appointment letters.
- Criteria for selecting the Professional staff:
 - a. Should have **at least 2 years** of work experience related to the field of their expertise
 - b. Should have a degree or certificate in their field of expertise; in case a candidate does not have necessary degree or certificate, then additional two years of relevant experience can be considered to satisfy this requirement.
 - c. Must come across as friendly, approachable and relaxed (not too serious or intense); be able to work well with trustees, staff, beneficiaries (women and children) and families; should have excellent interpersonal and communication skills
- Tenure: No fixed tenure. Appointment letters will be for **two years**. However, **annual** performance reviews will be conducted. Continuation of the employment or removal from these positions will be contingent on the performance.

C Expectations of the Professional Staff:

Common expectations (see Page 31) that apply to everyone at FS

A4-E: SUPPORT STAFF

Support staff provide services that are necessary to keep the facilities clean, safe, and properly functioning; provide meals and transportation to children, etc. Such staff includes day care taker, night care taker, cook, cleaner, gardener, etc.

- The Office Coordinator will determine who should be hired as a support staff using the criteria listed below and will sign their appointment letters.
- Criteria for selecting the support staff:
 - Must be hard working, capable and dependable
 - Should preferably have some experience for the tasks they are hired for.
- Tenure: No fixed tenure. Appointment letters will be for two years. However, annual performance reviews will be conducted. Continuation of the employment or removal from these positions will be contingent on the performance.

Expectations of the Professional Staff:

Common expectations (see Page 31) that apply to everyone at FS

A4-F: PERFORMANCE REVIEWS & PERSONNEL DECISIONS

Performance reviews:

Annual performance reviews will be conducted **before the end of June every year** for each paid staff member.

Performance review of the **Volunteer Coordinator** will be conducted jointly by the Chairperson and the Office Coordinator.

Performance review of the **Office Coordinator** will be conducted by the Chairperson and trustees.

Performance reviews for **all other staff positions** will be conducted by the Office Coordinator.

Performance reviews will **include**, as a minimum, extent of the contribution to FS that is within scope of their roles; how well does the staff member get along with volunteers, beneficiaries and others at FS; attendance record; and timeliness (showing up for meetings and activities on time).

Personnel decisions:

Salary raises are not granted automatically to the FS staff, they are based on two factors: (1) financial situation of FS and (2) performance of individual staff members during the previous year.

Removal of a staff member from FS will be decided jointly by the Chairperson and trustees (BOT) for the positions of the Volunteer Coordinator and Office Coordinator. For all other staff positions, the decisions will be made jointly by the Office Coordinator and Chairperson.

A-5: MENTORS

The mentor's role is to provide focused guidance and coaching for young volunteers engaged in specific activities. Typically, a mentor is assigned for the following groups of volunteers:

- Executive Committee [for details, see Page - 17]
- Placement students [for details, see Page - 27]
- For specific activity or event, as needed

[Note that trustees are also assigned specific focus areas to monitor, support and also serve as mentors when necessary. See page 6 for the list]

A Expectations of the Mentors:

On an average, spend **2 to 3 hours per week** working with the specific group assigned.

B Selection, Appointment, Removal of Mentors

- Mentors are designated by the Board of Trustees, and usually themselves are trustees. However, a senior member could be assigned to be a mentor, particularly when the mentor has experience with an activity or planning for an event.

The following criteria should be considered by the Board of Trustees in deciding who should be designated as a mentor.

- Criteria for selecting a Mentor:
 - Must come across as friendly, approachable and relaxed (not too serious or intense); be able to work well with trustees, staff and volunteers
 - Should have excellent interpersonal and communication skills
 - Should have good command of English language (spoken and written)
- Tenure: No fixed tenure.
- Removal from the Mentor role: The Chairperson can remove a mentor if he or she engages in an egregious behavior (such as sexual harassment or financial misappropriation) or fails to exhibit characteristics necessary for effectively performing their role (examples: repeatedly being too authoritarian in approach or treating others with disrespect, is frequently late for meetings and does not keep commitments, and so on).

A-6: VOLUNTEERS (student / young volunteers)

A Roles and Responsibilities of Volunteers:

“Self-development through Service” was selected as a FS motto at the inception and has been the motto throughout its existence over the five decades. Students and other young volunteers are at the heart of FS. Their self-development is realized through opportunities they have at FS to plan, organize and implement activities. They learn valuable professional skills doing so which help them throughout their careers. They also develop social skills; and learn from mistakes is an inherent part of this process. Providing them direction, guidance and coaching are also critical components to promote self-development.

Young volunteers typically are undergraduate students at the universities and colleges in and around Vadodara. Some of them live in hostels and some at home.

Volunteers are a floating population – students actively participate in FS activities for two to three years and leave upon graduation. And new students join every year. young volunteers are at the heart of FS. Most of the past members continue to stay in touch with FS and have strong attachment to FS - “Once A Friend, Always a Friend”

- The primary role of volunteers is to participate in one or more volunteer-based service activities and special events.
- They also assume various leadership roles by becoming members of the Executive Committee and assuming specific roles (Secretary, Joint Secretary, Treasurer, Group in-charge).
- Group in-charges and individual members jointly plan, organize, and conduct variety of service activities and special events (such as celebration of the Republic Day) and involve beneficiaries and volunteers from various groups. One of the volunteers, who may or may not be a part of the EC, is designated as an in-charge of a special event.
- The volunteers raise funds for specific activities or for FS generally.
- Group in-charges write activity reports.
- Volunteers participate in debrief discussions to identify lessons learned.
- The volunteers work closely with the Volunteer Coordinator. They often interact with trustees, mentors, past members, and FS staff.

B Expectations of the Volunteers:

Common expectations (see Page 31) that apply to everyone at FS, PLUS the following additional expectations:

- On an average, spend about **two hours per week** for FS related activities – either at the campus or elsewhere.

A-7: PLACEMENT STUDENTS

A Roles and Responsibilities of Placement Students:

- Participate fully in the activity or project they are assigned to; for the duration of the assignment become an integral part of the FS team working on that activity or project.
- Report to either the Volunteer Coordinator (for volunteer-based activities) or the Office Coordinator (for the staff-based activities).
- Meet periodically with the Mentor (trustee) for Placement Students.
- Suggest ideas for making changes or improvements for the activity or project they are participating in.
- Write a report at the end of their assignment and submit a copy to the FS.

Role of the Mentor - Placement Students

- Serve as a liaison between FS and colleges / teachers of the placement students; serve as FS contact person for them.
- Develop a “menu” of FS activities and projects for which placement students can be assigned. The students select their assigned activity from this menu.
- Network with colleges and teachers who are likely to send placement students; educate them about FS; make them aware of FS activities and mission; share with them the “menu” of possible activities and projects that the placement students could be assigned to; provide them copies of FS brochure to share with prospective placement students; encourage them to visit FS campus or one of the activities.
- Meet with assigned Placement Students (individually or as a group) at least three times:

- Initially, within 2 to 3 weeks of their starting the assignments at FS; hold discussion with them about what they are doing and what they expect, and how they can get maximum value out of this assignment; provide them guidance on how to gain most value from the assignment at FS, and explain to them the expectations of FS
- Meet with placement students about two months into their assignments to learn of their experiences and concerns
- Towards the end of their assignment, meet them individually to debrief on their experiences at FS and to ask for their suggestions for improvements they could be made at FS.
- Obtain and review the reports they write at the end of their assignment.
- Work closely with the Volunteer Coordinator and the Office Coordinator on the matters related to the placement student program.

Role of the Volunteer Coordinator and the Office Coordinator (regarding placement students)

- Newly assigned placement students:
 - Discuss possible assignments and an agreement on the assignment he or she will work on
 - Provide them verbal introduction to the FS, its culture, mission, and principles
 - Provide them copies of FS vision and principles and brochure on the sexual harassment
 - Give them a tour of the FS campus (or ask a volunteer to do so)
 - Introduce them to the staff or group in-charge for the activity he or she will participate in.
- During the assignment period:
 - Make sure they sign the attendance book for placement students
 - Meet with the placement students at least once every 2 to 3 weeks to check how their assignment is going and if they have any concern, question or suggestion.
 - Check with the group in-charge or staff member once every 2 to 3 weeks to see how the placement student assigned to them is working out and if they have any concerns; review their attendance record.
 - Inform the Mentor – Placement Students if any concerns come up related to specific students.
- At the end of their assignment:
 - Summarize their attendance record
 - Meet with the departing student to debrief on their experiences at FS and what suggestions they have
- Work closely with the Mentor for Placement Students on the matters related to the placement students.

Summary Program Report for the BOT: at the end of the program year (typically in the month of May) prepare a brief report on the placement student program and distribute that to the Board of Trustees. In the report, provide total number of placement students during the year; their assignments and duration of assignments, which colleges they came from and their majors; and suggestions they provided for improvements in specific activities or for FS as a whole. This report should be produced jointly by the Office Coordinator, Volunteer Coordinator and the Mentor.

Office Coordinator should serve as a leader for the purpose of producing this summary report.

B Expectations of Placement Students:

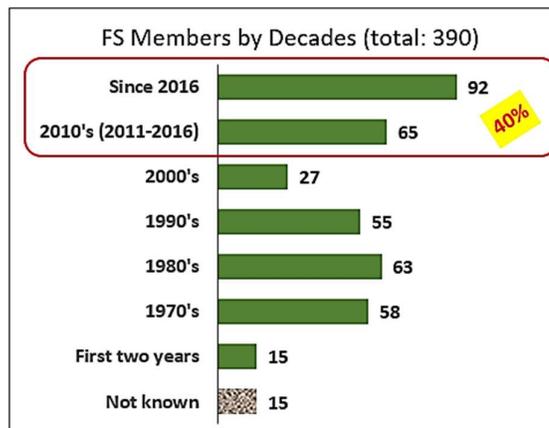
Common expectations (see Page 31) that apply to everyone at FS

A-8: PAST MEMBERS

FS members composition (currently active and past members combined) is shown below – based on the members who provided their contact information to FS (by completing the Google form designed for that purpose). The following summary data is current as of 30th July 2019.

Total 390

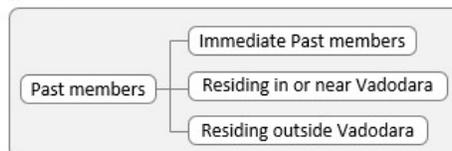
COUNTRY	Count	
India	321	82%
Vadodara	227	58%
USA	30	8%
Canada	7	2%
UAE	6	2%
Australia	5	
UK	4	
Singapore	3	
Italy	2	
Oman	2	
Kazakhstan	1	
Aruba	1	
Kenya	1	
New Zealand	1	
St Martine	1	



The past members are valuable part of the FS community. The common saying at FS is, “Once a Friend, Always a Friend.” It means that large number of student volunteers, who had moved on with their careers and lives, show attachment for FS even after many years or decades. They usually wish to be kept informed of what is going on at FS and wish to visit the FS campus when they are in Vadodara. Often, they want to help FS in variety of ways, mostly by donating funds. Those who are residing in or near Vadodara, may want to play an active role at FS.

The Vice Chairperson has the responsibility to coordinate the past member program. A task team is also set up to promote involvement of past members. The Vice Chairperson leads this team.

There are three categories of past members as shown here. Different approaches need to be developed for each of these groups.



CATEGORIES OF PAST MEMBERS:

Immediate past members: After completing studies, most volunteers would move on with their lives – further studies, jobs, etc. outside Vadodara in most cases. For those who stay in Vadodara, a vacuum is likely to be created as they cannot join EC because only students can be EC members. Finding meaningful activities for them at FS is therefore important.

Past members residing in or around Vadodara: Most are likely to be busy building their careers and with their family lives. This means limited time available for FS. Some, however, may not be working and may have time available for FS. Retired past members may have also time available for engaging with FS.

Past members residing outside Vadodara: Many of these members come to FS and meet old 'Friends' when they visit Vadodara. And, many contribute funds to FS.

Roles and Responsibilities of the Past Members

- Support FS by donating funds and by collecting donations from others
- Serve as a resource to help FS in one's field of expertise related to a career, hobby, etc. or special talent one has; give talks to young volunteers on their area of expertise; help guide young volunteers who are considering career in your field of expertise
- Help current volunteers make contacts with key and influential people the past members may know (suggest people who could be chief guest for a FS function, or an artist who can perform at FS events, etc.)
- Join task team(s)
- Volunteer to work on projects that can be done remotely (creating brochures, posters, guides, editing documents, surveys, etc.)
- Become a coach, guide, or mentor for new volunteers
- Visit the FS campus regularly, or occasionally whenever possible:
 1. Participate in FS activities
 2. Just 'hang-around' and informally talk to new members, connect with them, and, if appropriate, share your experiences and suggestions with them; share with them how things were done at FS during the time of your involvement (- however, do not preach to them or expect them to do the same things as you did).
 3. Share with the current groups your own experiences about how activities were conducted in the past
 4. Give talks to new members – may be as a part of the PUY program
 5. Help with fundraising efforts
- Keep in touch with FS and keep updated on what is going on at FS
 1. Read the update reports and emails sent to all members
 2. Participate in WhatsApp chats in the FS General Body group
 3. Visit the FS website periodically (www.fsvadodara.org)

A Expectations of Placement Students:

Common expectations (see below) that apply to everyone at FS

A-8: COMMON EXPECTATIONS (that apply to everyone at FS)

The following are expectations of everyone at FS:

1. Keep commitments (such as for attending a meeting or for doing something; show up in time; prepare reports in timely manner, etc.).
Understand that it is voluntary at the time of making a commitment, but once the commitment is made, everyone is expected to keep them.
2. Treat everyone with respect (volunteers, students, beneficiaries, parents, staff, etc.).
3. 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. [See Page 41]
4. 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 at the FS campus or during any FS sponsored activity. They need to address the situation directly with the person involved, or inform any trustee, the Volunteer Coordinator, or the Office Coordinator.
6. Review emails related to FS and respond to them in timely manner, usually within two days. Review messages daily on WhatsApp groups.
7. Develop a rapport with younger (new) volunteers; establish credibility with them. Treat them with respect and tactfully without coming across as their superior.
Treat, and refer to, them as “young adults” – not as “kids.”
Create opportunities for student volunteers’ self-development.
8. Actively look around while at FS campus or during activities elsewhere to see if any member, particularly young volunteer or visitor, appears to be confused or not sure what to do, and talk to him or her.
9. Promote positive image of FS while interacting with others you come across in your personal and professional lives; be a strong messenger and advocate of FS.

B. TASK TEAMS

While the Board of Trustees and Executive Committee are two major components of the FS operation, they are not enough to address all operating needs of FS. There are additional needs for systematically focusing on details of key aspects of the operation and to take quick actions. Therefore, following task teams are formed:

- B1 Rapid Response Team
- B2 Regulatory Affairs & Finance Team
- B3 Communication / Networking Team
- B4 Staff-Based Activities & Facilities Team
- B5 Membership Team
- B6 Fundraising Team

These are called “task” teams because they have narrow and specific purpose and could be discontinued when they are no longer needed.

These teams are formed jointly by the Board of Trustees and the Executive Committee.

B1. RAPID RESPONSE TEAM (RRT)

Team Membership:

Chairperson, one trustee, Secretary, Joint Secretary, Treasurer. (Note: more members should not be added to this team - it is very limited purpose team)

Operation:

CAUTIONS regarding RRT:

There is a real danger of someone expanding the scope and role of RRT, of abusing the RRT tool. This could make BOT and EC ineffective and lead to serious problems for FS.

There are four key areas of concern regarding RRT not being used properly:

- RRT can make decisions beyond the scope described below, can assume greater and greater role in decision making – this will by-pass any vetting to be done by BOT and / or EC.
- There is likely to be lack of transparency about what RRT does and what decisions it makes. This could lead to increasingly greater abuse of this tool.
- Too many people can be appointed to RRT, and the requirement for five members on this team that is included in this document below may be ignored. This amounts to setting up decision making process parallel to BOT and EC, but only with little, or no, transparency and accountability.
- Appointment to RRT may include members who are of the same mindsets as the key leader appointing them, thus leading to formation of cliques and squashing diffident voices.

Any of these four possibilities can cause serious harm to FS.

Possible controls: To prevent such concerns and abuse of RRT tool, the BOT needs to take control of the process of setting up the RRT and demanding that all the requirements of this section are followed closely. And, BOT needs to provide strong oversight of RRT's work and decisions by requiring information on each decision that is made by RRT.

- The team will meet **once a week** at the FS Campus (Petit Library) for 30 min or more if needed. A meeting can be cancelled if there are no matters to be discussed for any particular week.
- This team works closely with the Office Coordinator and the Volunteer Coordinator
- Anyone else could be invited to attend the team meeting, as necessary.
- In case an urgent matter comes up that cannot be held up until the group meets weekly, then a team member will be contacted by phone or text message. This team member will then communicate the need to all other members (by messages, phone calls, emails, or in person) and the team will make decisions.
- The Joint Secretary should keep a log of all the issues discussed by this team and the decisions made; send a list of topics discussed and decisions made to all trustees once a month.

Scope of RRT

- RRT will discuss only the **matters that are small, tactical, and urgent**.

This team has a **limited mandate** and it does not replace the BOT.

If any matter that can wait for the BOT to discuss / decide, should be directed to the BOT, and should not be discussed by RRT. When there is a doubt about which group should handle a matter, it should be referred to the BOT. If any matter pertains to another task team, it should be referred to that team – unless the matter is urgent and needs to be decided quickly.

Examples of issues for RRT to handle: a need for fixing something that is broken; hiring a contractor to make repairs; approving single expenditure that is more than Rs. 1,000 (but less than Rs. 10,000) – Chairperson can approve them after discussion in the RRT

meeting; staffing related matters (attendance, taking a leave, etc.); volunteer or activity related matters that are urgent; etc.

- BOT will discuss strategic and bigger matters that have potential to result in larger, significant or long-term impact on FS. RRT will not address them.

Examples: making changes in the way things are done at FS; hiring or removing staff members; creating or eliminating staff positions; addressing performance issues; designating people for key FS positions; approving activity budgets and major expense items (exceeding Rs. 10,000), etc.

B2. REGULATORY AFFAIRS & FINANCE TEAM

(1) Regulatory matters are critical for any NGO, and these matters need to be addressed thoroughly and in timely manner.

(2) Proper, accurate and timely financial practices are necessary for any organization. And, they are critical for any NGO who receive money from others. However, there is little or no public accountability for an NGO like FS, therefore, such a team is needed to ensure that proper actions are taken on financial matters, in addition to variety of procedural checks built into this governance process.

Team Membership:

Chairperson will lead this team; **three** senior members will be appointed by the Board of Trustees; and **one** student volunteer (who could be an EC member) will be nominated by the EC.

Operation:

- This team will receive briefing from knowledgeable members as well as consultants on two subjects:
 - (1) regulatory requirements – get copies of applicable regulatory documents (text of acts, etc.), obtain from experts an explanation of what FS needs to do regarding these regulations, and so on.
 - (2) financial considerations for an NGO - briefing will include an explanation of what is included in financial balance sheets and audited reports, and how to read them
- The group will meet **once every 6 weeks** – the meetings will be scheduled by the team leader. They will discuss regulatory matters or development
- The team will also meet every six weeks with the FS accountant to review financial matters that occurred since the last meeting.
- The leader will assign **one** team member to take notes and record items discussed and actions decided. Copies of these notes will be sent to the trustees.

B3. COMMUNICATION / NETWORKING TEAM

1. Communication is often inadequate in NGOs, as it often is at FS. This team is intended to increase the quality and quantity of communication in different ways.
2. Networking with key people in the community and other organizations and making them aware of the work done at FS is an extension of the communication function.

Team Membership:

Two trustees, one of them will lead the team; and **eight to ten** student volunteers

Some student members on the team should be from related programs – majoring in communication, journalism, etc.

One or two team members should be computer (IT) savvy (knowledge and skills in website design and use of social media), and preferably are students in the IT field

Sub-teams: this Communication team form sub-teams to effectively handle large scope of its work; may be a team for each of the five focus areas described below.

Operation: Five focus areas:

1. FS Website:

This team will review the website and discuss its appropriateness (quality or appearance, ease of use, and the content) and seek input and help from expert / consultant who is knowledgeable of website design

2. Internal Communication (within FS):

The team will review the current internal communication occurring at the FS campus (bulletin boards, signs, handouts, etc.), and identify the need of making changes or improvements

3. Communication to past members:

The team will review the current communications aimed at the past members, and identify the need of making changes or improvements

4. External Communication (public, donors, media, etc.):

The team will review the current external communication (brochures, posters, signs, presentations, etc.) and identify the need of making changes or improvements

5. Networking:

The team members will develop a list of the organizations to approach for making them aware of FS, to explore possibilities of working with them, and to secure donations or other type of assistance from them

B4. STAFF-BASED ACTIVITIES & CAMPUS TEAM

1. There are three types of staff-based activities: classes for women, Balwadi, and the Library (and the reading room). They are run by the professional staff with specialized knowledge and credentials (including relevant experiences, certificates, degrees, etc.). Typically, such staff includes teachers, therapists and librarian. Someone needs to oversee these staff-based activities to ensure that they are effective, and sufficiently resourced.

The team should seek external professional review / input for these activities..

2. Regarding campus and facilities (buildings, equipment, furniture, supplies, storage rooms, rest room, grounds and the garden), there is a need to systematically review all such aspects to determine if they are adequate in terms of maintenance, repair, quantity and quality to help support the FS activities, and so on.

Team Membership:

Vice Chairperson, one trustee, and **three** student members, preferably those studying in the field of human resources or social work or library science

Operation:

- This team will review each staff-based activity to understand what it is and how it is conducted. The team can interview appropriate consultants to get more in-depth understanding of the technical aspects of each activity.

- From such exploration, the team can identify questions or concerns that arise in terms of whether the activity is needed, its fit with the FS mission, and current resources available. The team can invite an external professional to do an audit of any of these activities.
- Periodically, conduct a walk-through (as a group) of the entire FS premises observing the conditions and identifying the needs for improving any aspect of the campus. Develop actions lists to address the gaps found.
- The leader will assign **one** team member to take notes and record items discussed and actions decided.

B5. MEMBERSHIP TEAM

Members are the heart and soul of Friends Society. Robust efforts are necessary to ensure that all matters related to them are addressed sufficiently, properly, and timely which this team is charged to do.

Both active and past members are included in the scope of this team.

Team Membership:

Vice Chairperson; Volunteer Coordinator; two past members (who were active in FS for 2 to 3 years); at least one junior member (with FS for less than a year)

Operation:

This team will address following aspects of the membership:

Membership records:

- Ensure that active members database is maintained in electronic format that can be analyzed for various factors such as by colleges, years of study, areas of study, activities in which the new members had indicated interest, etc.
- Ensure that two member databases (currently active members and past members) have the same structure (design) so that data from one can be transferred easily to another database.
- Determine trends – conduct analysis of the current member data to show distribution of members among colleges, areas of study, ‘hostelites’ vs. local members, male / female ration, and so on

In relation to current members:

- Set up a ‘personal dialog’ program - ensure that each new volunteer is assigned to work with a designated past member for guidance, direction, and support.

Past members:

- Ensure that a past member database is created and updated regularly with contact information of the past members
- Publish member profiles, including narration of how they had benefited from their participation in FS; publish member directory
- Explore ways in which visiting past members can be made feel welcome and that they are motivated to engage with FS

Recruiting new members:

- Develop a plan to increase awareness bout FS within student communities at various colleges and among the faculty
- Develop materials (brochures, posters, video clips, slide shows, etc.) for increasing student awareness

- Develop a plan to conduct various awareness building activities
- Visit various colleges to make students aware of FS, its activities and the benefits for the members.

B6. FUNDRAISING TEAM

This team oversees the overall fundraising efforts at FS. The team ensures that sufficient and effective efforts are made at the FS, using variety of methods. The Vice Chairperson has the overall responsibility for fundraising at FS.

Team Membership:

Vice Chairperson (team leader), one trustee, three student members - preferably a member who is not EC member

Operation: This team will:

- Set annual fundraising goal and communicate that goal to everyone at FS. This goal will be set before the end of August each year.
- The team will monitor once every three months progress made towards this goal and report it to the BOT and the EC.
- Ensure that adequate actions related to the following areas of fundraising are taken:
 1. Fundraising by securing CSR funds from the private sector
 2. Fundraising initiatives by the volunteers
 3. Fundraising from the past FS members
 4. Fundraising through small donations from large number of people in the communities in and around Fatehganj
 5. Funds from charitable trusts, organizations and individuals (larger amounts)
 6. Funds from foreign sources
- Ensure that adequate publicity materials (brochures, video clips, etc.) are prepared for giving to potential donors
- Ensure that donor management is handled efficiently and timely – receipts for donations received, thank you letters, copies of 80(g) certificates, etc.
- Ensure that a database of all potential donors is maintained at FS

KEY INFORMATION ABOUT FUNDRAISING

Small, but many, donations from local community: Goodwill among communities and individuals around FS campus and in Vadodara city overall are necessary for the survival of FS. FS needs to make them aware of FS activities and contribution it makes to society and find ways to get them involved with FS at least in small ways.

Therefore, fundraising in the community around FS needs to focus on getting maximum number of people become aware of FS and get them involved by getting donations from them – usually very small amounts. Here the focus is not on how many rupees were collected but how many people gave donations.

One example from the past illustrates how this was accomplished: FS had a stall to sell items and raise funds at the University's fair every year. One-way large number of people involved was to sell them raffle tickets (priced at 50 paisa - which virtually anyone can afford, those who can afford more may buy 10 or 20 tickets). Tickets were sold on streets, going home to home, or in shops and offices. Also, local merchants were contacted to donate prizes to give out as raffle – further involvement of local community.

CSR (Corporate Social Responsibility) funds: Indian government requires large private sector companies to spend portion of their profits to support various charitable organizations and activities, mostly in their local areas. Companies Act 2013, Section 135 deals with the subject of Corporate Social Responsibility (CSR). The act requires large companies to spend at least 2 percent of their profits every year on corporate social responsibility (CSR). The bill applies to companies with an average net profit of at least 50 million rupees over a period of three years. One estimate shows that estimates that 9,000-10,000 companies are covered by this act. India is one of the very few countries that has such requirements. CSR funding can be a significant fundraising opportunity for FS.

Funds from foreign sources Indian government has strict regulations related to donations received from foreign sources (from organization as well as individuals and in any currency). The regulation is known as Foreign Contribution (Regulation) Act (FCRA). Friends Society is required to register under this act and receive FCRA certificate. Then only foreign donations can be received by FS. A separate bank account needs to be set up to receive such funds and that account can be used only for this purpose.

80(g) Certificate for tax exemption: The primary role of 80G certification is to encourage donors to donate funds to the non-profit organisation. With the certification, donors can save reduce their tax liability by up to 10% for 50% of the amount donated. NGOs must apply to obtain the 80G exemption certificate before they can issue that to donors. FS does have this certification. The 80G of the Income Tax Act declares that contributions to the funds should be made in the form of cheques or demand drafts. In case of a cash contribution, the amount should be below Rs. 10,000 for it to be eligible for a tax deduction. FS has a requirement that for all donations, it must issue a receipt and provide donors a copy of the 80(g) certificate that FS has obtained.

D. SEARCH COMMITTEE

An on-going search committee is needed at Friends Society for identifying potential candidates for the key positions and make recommendations to the Board of Trustees for their consideration and decision. The key positions that will be covered by this committee include: Chairperson, Vice Chairperson, trustees, and Office Coordinator. Other positions can also be assigned by the BOT for search process, as needed.

MEMBERSHIP ON THIS COMMITTEE:

Chairperson, two trustees, and two senior past members who reside in Vadodara and who are available to participate in this process

Tenure: Two years on the search committee; can be renewed by the BOT when a two-year tenure ends

OPERATION:

For a specific position to be filled, this committee will -

- As a first step, become familiar with the job requirements by reviewing the specific roles and responsibilities for the position and the selection criteria; review job description and hold a discussion with the BOT about what is important to them for the position
- Develop a checklist for screening criteria.
- Start a search
- Contact people within FS and outside of FS to develop an initial list of potential candidates.
- Gather key information about each potential candidate and meet in-person with them informally or formally (interview) as appropriate. Phone interviews can be considered only as an initial screening tool and then must be followed up with an in-person meeting if a candidate appears to be promising during a phone interview.
- Review all the information gathered, hold discussion among the committee members, and select at least two candidates to present to the Board of Trustees.
- Prepare a write-up on the reasons for selecting two or more candidates to present to the BOT and provide that information to the Chairperson to present in a BOT meeting. In addition, members of this committee should be available to meet with the BOT and have face-to-face discussion about the candidates the search committee presents.

E. GENERAL BODY MEETINGS

A General Body (GB) meeting is a meeting where the entire membership of FS is invited to attend, various reports are presented to those attending, and open items are presented for an approval by the group. Vote is taken of the members who are eligible to vote. Approval is given by majority of the vote. Also, members can ask questions during the GB meetings.

The following protocol will be followed regarding General Body meetings:

Responsibilities:

- **Joint Secretary (EC)** has the overall responsibility for organizing General Body meetings. Joint Secretary will -
 - Decide the date, time, and place for each meeting after consultation with the EC and the Chairperson
 - Organize the meetings and prepare an agenda
 - Keep a list of the members invited
 - Keep record of emails and letters returned undelivered
 - Keep a record of all postal mails and emails that were returned undelivered.
 - Take attendance at the meetings
 - Read the minutes of the last General Body meeting
 - Present an activity report for the current year
 - Write minutes of the meeting; and
 - Keep paper and electronic record of the meeting invitations, agenda and minutes.
- **Secretary (EC)** will -
 - Send an invitation to all FS members on record for each General Body meeting.

Various means of communication will be used: (1) postal mail for all known addresses, (2) email announcement to all known email IDs, (3) an announcement on social media platforms used frequently by the members, (4) post information on the FS website, and (5) post of the notice of meeting on a bulletin board at the FS campus at the Petit Library.

- Send invitation to the members to attend the meeting
- Invite the FS staff to attend, clarifying that they will not have a voting right
- Preside over these meetings
- Present items that should be approved by the members present.
- **Treasurer** (EC) will present financial summary report for the current year at the General Body meetings.
- **Chairperson** will –
 - Provide an operations overview
 - Present an overview of the state of FS at that point
- **Vice Chairperson** will –
 - Attend all General Body meetings and perform the roles of the Chairperson if needed
 - Present a vote of thanks at the end of the meeting.

Frequency / announcement:

- General Body meeting must be called once a year
- An extraordinary General Body meeting can be called by the Board of Trustees at any time, as warranted

General Body meeting agenda:

An agenda for each General Body meeting should include the following items as a minimum. Additional items may be added as decided jointly by the EC and the Chairperson.

- Welcome (Hon. Secretary)
- Review of the minutes of the last General Body meeting, and vote to approve it by all present (Joint Secretary)
- Activity report – current year (Joint Secretary)
- Financial report – current year (Treasurer)
- Overview of the operations and ‘state of affairs’ (trends) at FS (Chairperson)
- Items requiring member approval (Secretary)
- Any other item that a member wishes to bring up
- Vote of thanks (Vice Chairperson)

Decision making in the General Body meeting:

- Items presented for approval will be decided by those present for the meeting by a majority vote.
- The Chairperson will have the responsibility to ensure that adequate discussion takes place, as needed.

However, the Chairperson also has a responsibility to ensure that discussions do not drag on and decisions are made in timely manner.

- If any item becomes contentious and cannot be agreed to during the meeting, the Chairperson should make a motion to set up a mechanism (such as a task team) to

address that issue more in-depth and provide feedback to the Board of Trustees and Executive Committee for deciding. The feedback and the decision must be communicated to all FS members by the Chairperson.

- Secretary has the responsibility to recap the decisions made and record them for inclusion in minutes.

Meeting Minutes:

- The Joint Secretary will prepare a draft of the minutes of the meeting and review it with the Secretary and the Chairperson to ensure all points were covered and accurately.
- The final version of the minutes must be signed by the Chairperson, Secretary, and Joint Secretary
- The signed copy of the minutes must be maintained in an electronic format (scanned copy) as well as original paper copy.
- The Joint Secretary will send a copy of the minutes to all trustees.
- The Chairperson must ensure that a copy of the minutes is submitted to the Charity Commissioner office in timely manner.

F. ADVISORY GROUP

The Board of Trustees could benefit from advice and ideas of few senior members who have extensive experience and knowledge of FS and who can look at the FS from an overall and detached perspective.

MEMBERSHIP:

Three to four senior past members will be appointed by the trustees

OPERATION:

- The group will remain in the communication loop on all FS related matters.
Reports, updates, meeting minutes etc. that are sent to the BOT should also be sent to this group.
- The group members will express their opinions, suggestions or concerns individually to the trustees as a group or to individual trustees as they deem appropriate.
- They may attend the BOT meetings when possible.

Tenure: There is not fixed tenure for the advisory group members. However, the BOT may make changes in this group at any point at their discretion.

APPENDIX

PARTICIPATIVE LEADERSHIP

Participative leadership means offering opportunities to all (trustees, volunteers, mentors, staff, etc.) to take part in discussions and contribute to making decisions.

Participative style of leadership is also known as collaborative decision-making. This contrasts with autocratic style, where the leaders assume operational control and make decisions unilaterally.

Key points about participative leadership at FS:

- Participative style of leadership requires – (1) open communication, (2) transparency in operations; (3) sharing of information, and (4) providing training to all in how to achieve collaborative, or consensus, decision making.
- Success of participative style depends on several factors:
 - Clearly defined objectives
 - Clearly define the scope of participation
 - Willingness from appointed leaders to give up some authority to others
 - Considering suggestions from all

- There should be some limits to using participative approach. Need to ask, “Should all be equal partners and make joint decisions or should they be given opportunities through other means to come up with ideas.”

Exception: Participative management cannot always be the only approach for everything. Sometimes (rarely) the designated leader needs to take a decision on his or her own without consulting or seeking others’ advice. For example, during a crisis or in cases where disciplinary action is needed

- Types of decision-making and participative style:
 - Functional decision-making: refers to decisions related to activities and what volunteers do, accountability for them, etc. FS has always had good involvement of volunteers in deciding such issues. This type of decisions provides most opportunity for participative style.
 - Economic decision-making: this relates to financial matters. Treasurer (student) should work closely with the accountant and learn of the financial matters and provide input as appropriate; Secretary, Joint Secretary also participate in decision making related to various spending issues primarily through participation on the Rapid Response Team. This type of decisions provides opportunity for participative style within the BOT; however, it provides some opportunity for involving student volunteers.
 - Personnel decision-making: The Chairperson or a trustee may seek input from the EC members during selection process for the key positions such as Chairperson, Vice Chairperson, trustee, office coordinator, Volunteer Coordinator, etc. This type of decisions provides opportunity for participative style within the search committee and the BOT; however, it provides very limited opportunity for involving student volunteers.

- Two concerns with participative leadership approach:
 - **Decision-making slows down** – everyone needs to be prepared for this. Also, need to make direct decisions in the times of crisis and for certain sensitive matters such as taking disciplinary actions.
 - **Security issues** – information may leak out. FS generally has no information that is confidential, however, certain information, such as addresses of members, all trust related issues, etc. should not be shared beyond the Board of Trustees.
- Consensus building: Primary style of decision-making in participative approach is consensus building (also known as collaborative problem solving or collaboration).
 It means, all group members contribute. Everyone's opinions are heard and encouraged. Differences are viewed as helpful. Everyone can paraphrase the issue. Everyone has a chance to express feelings about the issue. Those who disagree indicate a willingness to experiment for a certain period. All members share the final decision. All members agree to take responsibility for implementing the final decision. In such a process, everyone may not get everything they initially wanted, consensus has been reached when everyone agrees they can live with whatever is proposed after every effort has been made to meet the interests of all stake holding parties.
- Providing the leaders training in **group facilitation skills** is necessary for such leadership style to be successful.



<p>It is not enough to do your best; you must know what to do and then do your best. - Deming</p>	
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