

PERL 105 Notes (Fall 2018)

PLANNING

- Could be Planning for _____, _____, _____, _____, _____ Any of these could be a planning unit. The process and the elements are the same
- There are two aspects of Planning

- This class is about: – developing a plan (that probably includes several goals and objectives) – based on sufficient (not necessarily complete), accurate (not necessarily perfect) information – to make the best decision you can from among a number of alternatives that you have identified and analyzed. – the plan must be feasible and lead to the accomplishment of some larger goal ... which may be your vision of the future.
- Your vision of the future is also a type of goal
- Information = Data – Planning involves using information to _____
There is usually not enough and its is not usually perfect
- A plan can be large and complex or small and simple; important or insignificant. You can have one plan, or hundreds.
- _____ are components of plans. You can have one _____, or hundreds. You can have important _____ or insignificant _____.
- _____ are usually steps within _____
- Planning Involves making decisions between a number of alternatives
- Know what the alternatives are, and be able to articulate the reasons for choosing one alternative over another
- Planning is an everyday activity that ranges from _____ to _____

- Planning is not linear, it is _____ It is constantly revisited and revised ..
- The first step in planning is to review, revise or revisit or maybe create the MISSION and VISION of the planning unit. (individual, organization, program).

Mission

- PRIOR TO STRATEGY OR OPERATING PLANS ... “Only a clear definition of the [MISSION] purpose of the organization makes possible clear and realistic (organizational) objectives. It (purpose) is the foundation for priorities, strategies, plans and work assignments. It (purpose) is the starting point for the design of managerial jobs and, above all, for the design of managerial structure. Structure follows strategy. Strategy determines what the key activities are in a given business. And strategy requires knowing “what our business is and what it should be.” (Drucker, Peter F. “Management”, 1973, p. 75)

- **MISSION/ PURPOSE:** – What is our _____? – There is never one right answer (Drucker, 1973) Reflects the planning unit’s essential _____. The Mission is the _____ of the organization; what does it/should it do? In groups, it should be written, or an understood verbal agreement among people

Vision

- Is a description of the planning unit’s most desirable _____? Does not have to be specific, or achievable or measurable but, the unit needs to agree .. Agreement is not always easy to get. The vision needs to be _____ or people won’t believe it.

MISSION STATEMENT

- Developing a Mission might be simple, but sometimes isn’t. When a Mission is developed by a group, the words tend to become more _____ to include all of the ideas of everyone in the group. This dilutes the direction that can be provided by the mission. The Vision is _____ easy to create.
- **Sample Mission Statement.** Football Alberta: The Mission of Football Alberta is to develop, promote, coordinate, regulate and foster the growth of all aspects of amateur football in Alberta. Our aim is to establish an administrative structure which will provide programs and services to accomplish this stated objective and mission. See www.footballalberta.ab.ca
- The Simplest Planning Unit. Individual planning is the least complex and maybe the most important. Individuals need a mission, vision, and plans too – priorities are critical. Personal planning is “time management” eg. Make a list, Get an organizer (hardcopy or computer based)
- Time Management “7 Habits of Highly Effective People” by Stephen R. Covey
 - Habit 1 _____: Principles of Personal Vision
 - Habit 2 _____: Principles of Personal Leadership
 - Habit 3 _____: Principles of Personal Management
 - Habit 4 _____: Principles of Interpersonal Leadership
 - Habit 5 _____
 - Habit 6 _____
 - Habit 7 _____: Principles of Balanced SelfRenewal

Personal Mission and Vision

- Mission is the core purpose – for an individual, it could be “You are a college student in the business of getting a degree”. Vision is the desired future state – to graduate with a PhD and to teach at a major Canadian university – Or? Graduate as soon as possible.
- Personal Planning Example: _____ – What Faculty? What program? – Lots of factors go into making this decision _____
 – To achieve a 3.5 GPA – how? – To get a relevant summer job – how?
 _____ – How many classes should I take? – Which exam should I study most for?
- Mission/Vision – HELPFUL TIP: Imagine doing a jigsaw puzzle. Mission/purpose is to assemble the puzzle. Need the picture first; without that picture it is extremely difficult to put the puzzle

together: the picture is the “vision”. Vision tells you what the final product will look like. Once you know the picture, you can begin to get organized; you develop a plan

Corporate Plan

- The Mission, Vision, and sometimes other elements such as values together comprise the Corporate Plan. Mission and Vision would only change if major change occurred in the _____ . What might cause your personal mission to change? Your vision?

Strategic Plan

- Strategic thinking takes place about how to achieve the vision. What is the best way to achieve the vision?
- Developing strategy: 1. Which way would you choose initially? 2. Why? Based on what information? 3. A strategy is developed from _____. Choices are made at this stage that result in: a.Goals and objectives being set (What?) b.Strategy for achieving the goals being developed (How?)
- “Do the right things” Need to decide what the “right things” are – External focus on the environment and competitors – Internal focus on assets/resources. Start with “one thing”!! A top priority. Some organizations have 25 goals and no priorities.
- Strategic thinking: Is making information based choices that will enable your unit to progress toward the achievement of the _____. Competitors must be considered. Strategy for achieving goals that lead toward a _____. YOU CAN'T CHANGE STRATEGY VERY OFTEN SO YOU NEED TO GET IT RIGHT
- Strategy increases in importance when a) _____ and b) _____. The planner requires RESEARCH to understand the external environment and develop strategy. Strategy requires making choices about – What you will do – what the goals will be – How you will do it!!!!!! – achieve those goals. First, you need information to inform your choices – strategic analysis.

The SWOT framework

- A framework for strategic analysis – a planning tool to organize information to assist with choices.
- Includes: Factors in the _____ environment
_____ - External factors – organization has no control
_____ - External factors – organization has limited interaction or control
Factors in the _____ environment.
- **SWOT IDENTIFY:**
S _____ (internal to organization)
W _____ (internal to organization)
O _____ (external – proximal/distal)
T _____ (external – proximal/distal)
Identify the factors through thought, discussion, brainstorming

- GENERAL (DISTAL) ENVIRONMENT** External factors – organization has no control
 _____: economy, cost of capital, and labor; factors such as interest rates, inflation, minimum wage, price of oil
 _____: demography, social values, etc. – trends such as number of females in sport, gender equity policy, decreases in physical activity, increasing obesity, drugs in sport
 _____: laws, politics (minority government), Canadian sport development model, investment in sport
 _____: knowledge and discovery, communications, TV
- TASK (PROXIMAL) ENVIRONMENT** External factors – organization has limited interaction or control
 _____: client characteristics – changes to demand, wealth, preferences, buying patterns
 _____: Competition: others producing similar services; for resources; for people
 _____: availability of labor; cost of labor; skills; talent; knowledge
 _____: of resources (inputs) – facilities, funding, granting agencies, donors, sponsors
- INTERNAL FACTORS** for the ORGANIZATION
 _____: Skills, abilities, knowledge, commitment, motivation
 _____: Financial Resources: revenue sources; dependencies; consistency; wealth
 _____: facilities; equipment
 _____: strategy, structure, leadership, management, governance
- The external factors: Look at those proximal and distal factors – Are they opportunities or are they threats? Identify them as O or T, then determine which factors are important – HOW important – WHY? Measure/assess each factor Is significant change occurring in the factors?
- The internal factors: Look at the internal factors – Are they strengths or are they weaknesses? Identify them as S or W, then determine which factors are important – HOW important – WHY? Measure/assess each factor Is significant change occurring in the factors?
- Develop your strategy: - Utilize your organization’s strengths - Defend your weaknesses - Take advantage of opportunities - Be aware of threats - And develop the strategy - This is exactly what a coach does when preparing for a game – Determine how much you know about each variable; accuracy is the most critical feature of analysis
- Relevance of SWOT: Why does organization of factors into SWOT matter? – Because you use your strengths to take advantage of the opportunities, and defend the threats. – Because you try to overcome your weakness by identifying it and making that factor stronger if possible. It is possible that after a SWOT analysis, you might have to go back to the beginning because your analysis tells you that you need to rethink your mission, vision, or higher level goal. KEEP AN OPEN MIND!!
- The Strategy: Based on the SWOT Analysis – organize the information – Do we have the necessary strength to take advantage of the opportunity? – Do we have the strength to defend against the threat? – Can we hide our weakness, or improve it? What will the organization do to achieve the Strategic Goal? – What goals will the organization set? – What action will it take to

achieve the goal? – Who will take action? – When? Write a strategy – Use goals and objectives and – Action statements

Operational Plan

- Manages the _____ pursuit of goals and objectives (how the goals will be achieved) – It could be argued there is strategy in this as well, but that is not how we are referring to strategic goals in this class
- May change frequently – not likely _____, but could change _____
- “Do things right” - The means through which the strategic plan is accomplished (strategic goal is achieved) – Related to carrying out the organization’s day-to-day activities – Translated into individual assignments and activities – Includes goals, objectives, policies, procedures, rules – Assignments of people, equipment, time

Goals & Objectives

- Strategic goals would likely not change very often. Operational goals may change frequently
- Tend to be used interchangeably, but are different. Goals – Strategic – _____ – More complex. Objectives – Tactical, action-oriented – _____ – More specific
- Goals & objectives should be...

S _____

M _____

A _____

R _____

T _____ – can use benchmarks instead of dates

Goals do NOT state HOW the goals are to be achieved.

Canadian Sport System

International Sport Organizations

- What do they do?
_____, which every national sport organization in the world ultimately follow _____, and qualifying formats for championships

- Can you think of examples of major rule changes that have occurred in sport?
- Examples of international sport organizations – IOC, IAAF, FIFA • www.olympic.ca • www.iaaf.org • www.fifa.com
- Where does the IOC get its influence? _____
What is the relationship between the IOC and the International Sport Organizations?

Canadian Amateur Sport System

- Includes _____, _____, _____
- Each sport includes a complex network of sport organizations: – Eg. soccer involves community clubs / schools, provincial programs, national programs, and international events
- Includes _____ and _____ sport
- The sport networks compete with each other within the industry for resources such as athletes, money, recognition, reputation, legitimacy (as you can see by the variation in funding!!).
- But they are supposed to collaborate and integrate, according to the LTAD.

Canadian Sport Policy

- Sport Canada developed the Canadian Sport Policy. It provides a good overview of the Canadian Sport industry, but few specifics.
C _____ E _____
P _____ I _____

Alberta Sport Plan

- Alberta has the Alberta Sport Plan It is directly linked to the Canadian Sport Policy. Areas of Emphasis • Sport Participation • Excellence in Sport • Leadership and Volunteer Development • Sport Marketing and Communication Business of Sport • Facilities • Funding • Ethics in Sport / Safe Environment • Research, Development and Planning • Sport Organization and Partnerships
- Active Alberta Policy Statement 2011-2021 Alberta now also has the Active Alberta Policy Statement linked to both Alberta and Canada Sport Plans
Outcome #1 – _____ Outcome #2 – _____
Outcome #3 – _____ Outcome #4 – _____
Outcome #5 – _____ Outcome #6 – _____

- Learning Objectives
You should focus on the following:
 - What are the various types and levels of organizations that comprise the Canadian sport system.
 - What role does each level (federal, provincial, local) play in the system.
 - Why is mission, vision and values an important concept for sport and recreation organizations?
 - Why are performance measures so important?

Sport Canada

- Federal government organization responsible for administration of sport nationally
 - Core funding to National Sport Organizations called _____
 - SFAF includes the definition of sport
 - Athlete Assistance Program provides funds to _____
 - National Sport Centres – is one in Edmonton?
- Sport Canada _____ = responsible for administration of sport at the federal government level
Sport Canada _____ = over Canada's participation in international events (Olympic team)
Sport Canada _____ = to elected officials and Canadian taxpayers

Sport Funding Accountability Framework

- SFAF = the process used to establish eligibility for funding, funding amounts, and accountability for funding received by the NSO. (see web site)
http://www.pch.gc.ca/progs/sc/prog/index_e.cfm
60% of the weighting in determining funding is on results at Olympic and World Championships
– Gender equity, bilingualism, ethics are minor criteria

National Sport Organizations

- Non-profit voluntary sport organizations. Primarily concerned with _____.
Organization of _____. Coach education through _____.
- Using LTAD as a major requirement for all organizations receiving _____.

Canadian Olympic Committee

- DUTIES
 - Nonprofit organization partially funded by Sport Canada
 - Responsible for _____
 - Set Canadian qualifying standards
 - Raises funds to support elite athletes
 - Who has more control; Sport Canada or COC?

Coaching Association of Canada

- DUTIES AND DETAILS
 - Government organization, funded by Sport Canada, to promote and provide coach education
 - Responsible for National Coaching Certification Program
 - Major changes to this program have been made and there is quite a lot of confusion at the moment
 - Attempting to link NCCP with LTAD

Review

- Know who (in the system) has governance, jurisdiction and accountability for what.
 - Sport Canada has the _____ mandate
 - Provinces have _____ mandate
 - Municipalities have _____
 - Non-profit organizations function throughout

Alberta Sport System

Alberta Sport and Recreation System

- ISSUES
 - Complex
 - Government involvement is key
 - Sport delivery system is comprised of provincial sport organizations, local clubs and schools – with athletes, coaches and officials
 - Provincial Sport and Recreation Organizations (PSROs) are amateur non-profit organizations.

Tourism and Culture Ministry

- DETAILS
 - The Ministry was established March, 2007.
 - Was formerly known as the Tourism, Parks and Recreation Ministry • Minister- Honorable Ricardo Miranda (no longer David Eggen, Christine Cusanelli or Richard Stark)
- The Ministry was comprised of three main areas: • Tourism • Parks • Recreation • NOW WHAT???
- ORGANIZATIONS WITHIN AND GRANTS
 - **Sport and Recreation** Promotes and supports participation in sport and recreation, which are made up of government staff
 - **Alberta Sport Connection** (formerly ASRPWF) Supports the development of recreation, sport, parks and wildlife by providing grant assistance to provincial recreation and sport organizations. The foundation also _____, supports the development of active lifestyles and receives donations in support of land conservation and other programs.

- **Community Facility Enhancement Program** Provides financial assistance for the _____ of Alberta's extensive network of community use facilities.
- **Community Initiatives Program** Provides financial assistance to _____ in areas such as community services, seniors' services, libraries, arts and culture, sports, education, health and recreation.
- The source of funding for sport:
 - Alberta Lottery Fund - revenues from VLT's and lottery tickets - \$1.21 Billion in revenues
 - Provides all funding to Alberta Sport Connection
 - Sport organizations (PSOs, clubs and schools) operate bingos, casinos, 50/50 draws, and raffles
 - Sport organizations apply to grant programs (CIP, CFEP) for additional funding – also lottery funds
- Gaming funding sport
 - Ethical concerns??
 - Do bingos encourage, or discourage, participation?

Alberta Sport Connection

- WHAT IS IT?
 - 10 _____ appointed Foundation Board members
 - Foundation channels funding to the PSROs and other organizations – amounts vary
 - ASC has governance over funding to PSOs, but not over _____
 - There is no obvious rationale for the variance in funding levels between PSRAs
 - One of the primary objectives of the ASC is to “develop and maintain sport programs, facilities and services” (Foundation Act, 2005, p.1).
 - Sport and Recreation Branch staff assist the Foundation in decision-making associated with the allocation of funding. – Administer the accountability process
 - “General manager of the Foundation is also the director of the branch” (Sport Manager, personal Communication, March 17, 2006).

Provincial Sport and Recreation Organizations

- PSROs are “volunteer managed entities that form an intermediary link between community sport organizations and national sport organizations” (Provincial Sport Organizations, 2005, p.1)
- Most PSROs operate sport and recreation programs to train athletes, coaches, and officials and run events.
- Other PSROs facilitate sport activities through the promotion of equality within sport, and sport medicine, etc....
- 78 PSOs are recognized in the province of Alberta and they vary in size, mission, vision, and goals. 26 Provincial Recreation Associations are recognized with a wide variety of programs and services

Clubs

- Some sports have very well established club systems
- Some sports have very weak club systems
- Some sports are primarily in Edmonton and Calgary

- Some sports _____ well, others do not

Schools

- Sports such as volleyball, basketball and football receive a lot of support in the schools
- _____ does not but survives nicely
- _____ is a problem in schools
- School programs have to raise funds

Grant Programs

- A PSRO can apply for:
 - Coaching Development Initiatives Program
 - Hosting Program
 - Participation Initiative Program (Sport Canada)
 - Development Initiatives Program
 - Association Development Program Grant
 - Community Initiatives Program
 - Community Facility Enhancement Program

Associations Development Program Grant

- Annual Grant to PSROs provided by ASC
- Provide the same amount of funding from year to year
- Used specifically for _____
- Procedure to get this grant:
 - Must complete an application form
 - Must submit an audit of the financials for the PSO
 - Must complete the PSAQ
 - Must Submit a Post Program Analysis
 - Must have a business plan
 - Must go through an interview process with Sport and Recreation Branch staff, where there is a review of the information provided.
- Grant funding ranges from \$6500 to \$222 600

Additional revenue sources for non-profit sport organizations:

- Membership fees
- Sport events
- Sponsors/Donors
- Fundraising events

Potential for revenue aside from government (lottery) funding is limited.

Sport and Recreation Organizations in Canada

Learning objectives

- Explain the differences between the three types of organizations _____, _____, _____ How are they managed differently?

Sport and Recreation Organizations in Canada

- Organizations differ in terms of their
 - Size (budget, # of members, staff)
 - Philosophy
 - Profit motivation; vs. charitable
 - Funding sources (fees, revenues, govt)
 - Clientele / market
 - Governance, jurisdiction and accountability
- Three general types:
 1. _____
 2. _____
 3. _____
- Three Key Terms to understanding the differences between these three types, and to use in describing an organization
 - Governance – _____
 - Jurisdiction – _____
 - Accountability – _____

Public (Government) Sector

Three levels of government are involved in providing sport and recreation services:

_____, _____, _____

Government is often referred to in the literature as the “state”

- Governance – decision-making control by _____ that are given the power by the people through _____
- Jurisdiction – varies by level of government
 - _____ – taxation, funding, health, foreign policy
 - _____ – education (schools!!)
 - _____ – facilities, utilities
- Accountability – to the _____

Commercial / Private Sector

- Governance – decisions made by _____ (could be individual, partnership, shareholders)
- Jurisdiction – chosen by _____ (product or market)
- Accountability – normally financial and to the _____
- “the provision of recreation-related products and services by private enterprise for a fee, with the long-term intent of being profitable” (Crossley and Jamieson, 1997)
 - Business background
 - Expect financial returns
 - _____ (ROI)
 - Tap consumer spending – market driven
 - Limited membership (ex. Golf)

Non-Profit Organizations

- In Alberta, provincial NPO would normally be incorporated under the _____
The _____ is under the jurisdiction of the Province of Alberta.
_____ is not required to incorporate, but there are important advantages.
- _____ advantages:
 - Member may not be held responsible for the debts of the society!!
 - An Incorporated _____:
 - may own property
 - may enter into contracts, instead of individual members of the Society entering contracts
 - Eligible for government grants!!!
 - May become registered charity
- Charitable Status: The designation of any organization as having Charitable Status is a _____ Government role. Do not get confused with the provincial Charitable Gaming designation . This is an Alberta label only!!
- Governance – decisions made by an _____
- Jurisdiction – as stated in application for incorporation in the _____ (Example: PSRO has jurisdiction over their provincial programs in their sport or activity)
- Accountability – to _____, and indirectly to funding agencies

Not for Profit / Voluntary

- Provide some type of public service
 - Primary definition is a “non-distribution constraint” – cannot distribute any profits or surpluses to members
 - Alternative to state (government) or market driven (commercial) agencies
- Lack of primary profit motive Does NOT mean they don't generate _____

- Attract voluntary contributions of time and money
- Exempt from income and other taxes
- Some are registered charities – this is a major advantage – registration is handled by the Federal Government - can provide income tax receipts so donors get tax credits

Need for Volunteerism

- Volunteer Boards are a _____ for a non-profit organization
- Alberta's nonprofit sport and recreation organizations are registered under the _____ which is Provincial jurisdiction
- Volunteerism _____ to operate

- Non-profit environment is massive

12 Major Activity Groups:

- Culture and Recreation
- Education and Research
- Health
- Social Services
- Environment
- Development and Housing
- Law, Advocacy and Politics
- Philanthropic
- International
- Religion
- Business and Professional Associations
- Other

It is important to recognize the competition between the groups, and within the groups for volunteers, money and participants

Revenues for Nonprofits

- On average in Canada – 60% of revenue comes from government , 26% from earned income, 14% private giving
 - Recreation – 27% government, 58% earned income, 15% private giving
- Relationship to Public/Govt sector
 - To government, nonprofit organizations are an alternative provider upon which the government relies to provide services to the people
 - BUT, government has some control through funding – ASC provides the annual operating grant to PSROs
- Block or Envelope Funding:
 - Block funding – money is provided in lump sum with _____ attached
 - Envelope funding – money is provided for _____ and is not flexible
- Relationship of NPO to Corporate sector
 - To corporate – are primarily competitors (Private vs non-profit clubs (racquets, fitness), Pro shops, University sport camps)
 - Nonprofits enter the marketplace to raise revenues to provide programs and services to their members

Issues for Nonprofits

- Government has varied its funding and often does not give long term guarantees of funding
- Nonprofits must compensate and find revenues elsewhere
- WHERE??
- Increase existing fees or levy new fees
- Private donations
- Commercial ventures
- Sponsorship

Implications

- Competition between nonprofits
- Need for strategy
- Increased fundraising costs
- Reduction in credibility (Coke in fitness centre) if sponsorship is a solution
- Sponsors require ROI
- More entrepreneurial leadership and less administrative

Who is What?

Non-Profit? Private? Government?

- Victoria Golf Course
- Edmonton Oilers (1972, 1994, 1995, 2017)
- Alberta Soccer Association
- Edmonton Eskimos
- Calgary Stampeders
- Edmonton Golf and Country Club
- Alberta Sport Connection
- Northlands

Volunteer Boards

Non-Profit Organizations (Societies)

- Governance is in the hands of a volunteer Board
- Usually called Board of Directors, but may be Board of Governors or _____

Organization Constitution and Bylaws

- To learn about a nonprofit organization, you would begin by reading the documents which describe the nonprofit organization
- Will always include a set of _____

Constitution

- The principles by which an organization _____
- Describes what the organization _____
- Describes why the organization _____
- May contain stated _____, _____, _____

By-Laws

- By-Laws: – formal and _____ description of the organization
-- how it is governed?
– Describes the _____ of operation for the organization
– Describes the _____ of the Board, Executive and Committees
- Determines what the organization does

What NPSO usually do

- Develop sport programs (clinics, camps)
- Organize events (games, leagues, etc.)
- Develop policies and rules
- Raise and spend money
- Develop plans and strategies
- Activities depend on national, provincial or local jurisdiction

Board election / selection

- Usually, Board members are elected by the _____, some Board members may be _____ by the elected Board
- Process for _____ of Board members will be described in detail in By-Laws
- By-Laws will dictate _____ to elect Board members
- Board positions MAY be coveted or MAY be difficult to fill
- Depends on status and role of Board members in the organization
- An organization should always be a _____ to ensure there are opportunities for individuals to put their name forward in a timely manner

- If only one person is nominated, that individual is elected by _____
- Some Board members may be included in the Board as ex-officio, which means “ _____ ” – could be voting or non-voting Board position
- Board positions are for a term – usually either 1, 2 or 3 year terms - should be some overlap in terms to ensure continuity
- Some organizations have a _____ for Board and Executive members
- Board could be composed of:
 - Elected from membership categories
 - Could be from Coaches, Athletes, Officials, Participants, Parents, Experts, Business/entrepreneur
- Type of people will dictate issues.
- Do they have _____? – They can help with program issues.
- Do they have _____? – You need to know as they can derail the organization
- Do they have _____? – Could help with finance, marketing or planning

Roles of Volunteer Boards

- Board’s primary purpose is governance of the organization:
 - Always budget approval and policy review and development
 - Fundraising - networking – donors or sponsors
 - Has a role in planning – inject knowledge to the planning process
 - usually strategic and not operational plans
 - Advocacy – with _____

Scope of Volunteer Board’s role

- What areas remain with the Board, and what is delegated to staff?
- What issues are even presented to the Board by the staff.
- _____ of the Board usually has the most operational role of all Board members
- Board has ultimate authority, but the _____ handles daily problems
- In larger organizations, _____ may handle all daily operations
- Most Boards create an organizational structure to assist the Board
 - Usually have _____
 - Most have an _____ comprised of the President/Chair and some Vice-Chairs or Vice-Presidents
- _____ roles vary dramatically – Continuum from decision making to advisory
- _____ are part of the organization’s and the Board’s planning process
 - _____ are decided upon when developing the organizational structure
 - _____ usually evaluates the staff that work for the organization

As staff, how to manage the Board

- Know their motivations
- Know their past personal achievements
- Have more information, more current information, more accurate information.
- Manage the Board agenda.
- Understand their knowledge and expertise
- Be more informed.
- Be proactive.
- Know how they will react. Never be taken off guard.

Roberts Rules of Order

- ☐ Adapted from English Parliamentary Rules ☐ Sometimes called _____
- ☐ First published in 1876 by General H.M. Robert
- ☐ Created to _____ at formal meetings
- ☐ Brings order out of _____

History of Law Making

- ☐ Code of Hammurabi (1772 BC)
- ☐ Ten Commandments (1350 BC)
- ☐ Pax Romana (27 BC)
- ☐ Magna Carta (1215 AD)
- ☐ U.S. Constitution (1787 AD)
- ☐ Roberts Rules of Order (1876 AD)

By-Laws of an organization

- ☐ Dictate _____
- ☐ Unless there is a special rule in the ByLaws, a _____ is the majority of the members of the organization (n.b.)
- ☐ _____ is very dependent upon the size and logistics of the organization
- ☐ If no _____, the meeting can continue but the only vote that can be taken is to adjourn
- ☐ By-Laws dictate what _____ can be made at what meetings
- ☐ For Example, Annual General Meetings are _____ time By-Laws can be changed
- ☐ Changes require _____, to provide for the members to prepare their positions

Use of Robert's Rules

- ☐ It is critical to decide whether a meeting will be conducted formally, or informally
- ☐ The "Rules" mostly pertain to _____ meetings
- ☐ Essential in _____ of 10 or more ☐ OR for contentious issues (like?)
- ☐ "to assist an assembly to accomplish the work for which it was designed"
- ☐ That "work" is outlined on the _____
- ☐ It is necessary to restrain the individual somewhat, in the interests of the whole
- ☐ If you know the rules, you can decide how to best use them, as the Chair

A Principal (Main) Motion

- ☐ Brings before the Assembly (meeting, group) any particular _____
- ☐ Cannot make a principal motion when any other _____ is before the assembly (immediately pending)
- ☐ It takes precedence of nothing, and yields to all questions – is LOWEST in "order".
- ☐ A Principal Motion must be dealt with by the assembly before another _____ can be made

The Principal (Main) Motion (continued)

- ☐ The Principal Motion is a _____ that will be the focus of debate.
- ☐ Should be no debate before a Main Motion is “_____”.
- ☐ Frequently, there is too much debate or discussion before a Main Motion is made, causing great inefficiency.
- ☐ A Main Motion must be _____; does not require that the _____ agrees with the motion.
- ☐ Main Motion should be _____, and _____ by the Chair
- ☐ After _____, debate can then proceed.

The Chair

- ☐ Role of the Chair is critical, and the Chair should be carefully chosen by the organization
- ☐ Before a member can make any motion, or speak, they must be “_____” by the Chair
 - thus, the Chair is in _____.
 - Often, we allow for a “_____”
- ☐ If more than one person wants to speak, the Chair chooses the speaker
- ☐ Choice of speaker is based upon certain principles
 - The member that moved the motion has first right to speak
 - Each member speaks _____ to that motion
 - Alternate _____
- ☐ Should keep an order of speakers, at the very least, so the speakers know they will get a chance when it is their turn

The Parliamentarian

- ☐ Assists the Chair in _____ of Robert’s Rules of Order
- ☐ Often given the role of _____ in a meeting
- ☐ Often a _____ by training
- ☐ Usually someone who has the respect of the assembly
- ☐ Example of decisions:
 - Is the motion in order?
 - Is the motion debatable?
 - Does the motion need to be seconded?
 - Can the motion be amended?

The Motion

- ☐ During the process of developing the Main Motion, the mover can _____ or _____.
- ☐ If Mover modifies the motion, seconder can _____ the second.
- ☐ Time can be saved by informal remarks to alter or clarify the motion, but this should never develop into _____
- ☐ Once the Chair reads the Main Motion, it is in the hands of the assembly and the mover cannot modify

or withdraw it unless _____ objects

☑ If there is an objection, there must be a _____, and then a vote

The Discussion

☑ Each speaker can speak to a motion _____ until everyone has had their chance;

– Normally should limit it to _____ in total

☑ The Chair should alternate between those in _____, and those _____

Minutes of the meeting

☑ Need minutes of the meeting as an _____

The Secondary (Subsidiary) Motions

☑ These are motions that are made which _____ to the Principal Motion

☑ Secondary Motions have an _____ on the Principal Motion

☑ Secondary Motions assist with _____ related to the Principal Motion

☑ Secondary Motions cause _____ in the Principal Motion

☑ These secondary motions would cause the Main Motion to be:

– _____ – _____ – _____
– _____ – _____ – _____
– _____

The Secondary Motions (LOWEST GROUP)

☑ In order below .. Higher to Lower

☑ Lay on the Table .. “Table” (Highest)

☑ Previous Question ... “Call the Question”

☑ Postpone to a Certain Day

☑ Commit or Refer ☑ Amend**

☑ Postpone Indefinitely (Lowest)

☑ Example: If a motion to “Table” has been made, a motion to “Postpone Indefinitely” is

Examples of Secondary Motions

The Incidental Questions – Undebatable

☑ These are questions of _____ and affect the business of the Assembly (meeting) but do not relate directly to the Main Motion

Privileged Questions (Undebatable) HIGHEST GROUP

☑ These questions do not directly impact the Main Motion, but do impact the Assembly

☑ Example: Adjourn, or set adjourn time (highest)

Adjourn (Undebatable)

☑ Cannot be made when _____, or Assembly is engaged in voting

☑ Chair must NOT allow this high privilege to be _____

☑ Chair can _____ the motion to adjourn if it has been voted down recently

Appeal or Question of Order

- ☐ "Mr./Madam Chair, I Rise to a Point of Order"
- ☐ Members are responsible to _____ of the assembly
- ☐ The Chair rules _____
- ☐ Members then have the right to "_____"
- ☐ Often referred to as "_____ " because it challenges decisions a chair may make in conducting the business of the meeting
- ☐ Assembly then votes

Withdrawal of a Motion

- ☐ After motion has been made, the Chair can allow it to be withdrawn if _____.
- ☐ If there is _____, it requires a Motion to Withdraw
- ☐ Cannot be debated or amended

To Lay on the Table

- ☐ Yields to ANY _____
- ☐ _____, but cannot be debated or amended
- ☐ If motion to table receives a majority vote, delays the motion so it can be taken up at any time (_____)
- ☐ Majority vote can take the matter up again, at any time
- ☐ Tables everything that adheres to it
- ☐ In best interests to have the power to lay aside business, temporarily in order to deal with something more urgent
- ☐ If used habitually to avoid questions, should be subject to _____.

The Previous Question – "Call the Question"

- ☐ Motion to _____ and proceed to voting.
- ☐ Not debatable, and cannot be amended
- ☐ Must be _____
- ☐ If the motion receives _____, then the vote on the Principal Motion is called.
- ☐ If the motion fails, debate continues.

Postpone to a Certain Day

- ☐ Must be _____
- ☐ Very limited debate, related only to the day.
- ☐ EXAMPLE: Cannot be used once a motion to table has been made because _____ is a _____ than tabling

To Commit or Refer

- ☐ Must be _____
- ☐ Debatable and takes precedence over _____ or _____
- ☐ Thus, if someone has moved an amendment, you can move to commit or refer and that motion must be dealt with first
- ☐ If a motion to table has been made, a motion to commit would be "out of order"

Amend

- ☐ Must _____
- ☐ Motion to amend can be _____, but only _____
- ☐ Is the lowest order motion, next to the Principal Motion
- ☐ May directly conflict with the _____ of the original motion

☐ Debatable – Chair should restate the motion

Amendments usually ..

☐ _____ words

☐ _____ words

☐ _____ words

☐ For example: I move to amend the principal motion by _____ “....”.

☐ Chair: To clarify, this would change the main motion to “da da ... da da”

Postpone Indefinitely

Takes precedence of nothing (lowest in order)

☐ Must _____

☐ Cannot be _____

☐ Opens _____ to debate

☐ Is the lowest order motion, next to the Principal Motion (except Amend)

☐ Useful when opposition is _____, because if defeated can still struggle with main question

Rescind

Motion has no privilege

☐ Any action of the assembly can be rescinded

☐ After the meeting is over, the option is to rescind

Reconsider

☐ Still think we should have “best of three” votes

☐ Is in order at any time – but only once

☐ If not reconsidered on the day taken, and no meeting the next day, then it CANNOT be reconsidered –

Renew or Rescind

☐ Must be made by a member who voted with the prevailing side

Voting

☐ _____ can decide when to call for a vote

☐ Ask for “_____”, then “_____”

☐ Can be further debated between the call for “Yes”, and “No” votes

☐ For motion to pass, requires _____ of the votes cast, ignoring blanks

☐ Some motions require _____ to pass

☐ _____ can vote to break a tie

☐ Can use ballots, or roll call

Ballot or Roll Call Voting

☐ May be required by Constitution or ByLaws

☐ Or, may be by majority order of the assembly or group

☐ _____ can force a ballot or roll call vote

☐ Ballot provides _____

☐ Roll Call provides _____ and is recorded in the minutes

Voting (continued)

In a meeting, when there are more than two options you can deal with them in two ways:

- 1) The option gaining the _____ votes declared the top priority (plurality vote .. See page 66 of RRO textbook).
- 2) One option must get a _____ of votes - Take two votes if necessary with the lowest option dropped after the first vote.

Motions Requiring 2/3 Vote

- As required by _____
- To _____ Rules
- To change _____
- To Object to the Consideration of a Question
- _____ or _____ Debate
- Previous Question – _____

“Order of Precedence”

- Motions that have “precedence” to other motions have a higher _____
- A guide the Chair uses to decide if a motion is “ _____ ” – hence, another use of the word “ _____ ”

Committees

- Allow for work to be done _____
- _____ work done in Committee
- Votes always taken and recorded when Committee decisions are made
- Vote to “ _____ ” is equivalent to having the decision adopted by the assembly, so this can be dangerous

Committee of the Whole

- Allow for work to be done _____ by the _____
- _____ work done
- Only motions are to _____ and _____
- Members can speak more than once
- Can provide for informal consideration of a question

Roberts Rules of Order Quiz

Situation #1

A member rises during the New Business time of an Annual General Meeting (AGM) and proposed a new motion that no one has heard about before. It gets seconded and the Chair allows debate on this motion before Calling the Question, getting that approved, and the motion is voted on.

RIGHT OR WRONG?

ANSWER: _____

Situation #2

A properly submitted Notion of Motion is now being proposed as a Principal Motion at the AGM. It is moved by the Treasurer and seconded by a Staff person. The Chair then proceeds with debate.....

RIGHT OR WRONG?

ANSWER: _____

Situation #3

During a tough part of the meeting a Motion from the floor to "Suspend the Rules" is made. The Chair immediately calls for a vote and it is passed 24-12 with every ballot cast.

RIGHT OR WRONG?

ANSWER: _____

Situation #4

The AGM in question is running long and there is still one more Principal Motion to deal with. The Secretary moves to Table this Motion until the next meeting. The Chair calls the vote and the Motion to Table is passed. The meeting then adjourns.

RIGHT OR WRONG?

ANSWER: _____

Situation #5

At the beginning of the AGM the President declares herself the Chair of the meeting and reviews the Minutes of last years AGM. She then immediate proceeds with the Notices of Motions.

RIGHT OR WRONG?

ANSWER: _____

Situation #6

A properly appointed "Chair" of the meeting steps down when a Notice of Motion that would benefit him financially is brought up. Once the matter has been dealt with one way or another he resumes his role as "Chair" for the rest of the AGM.

RIGHT OR WRONG?

ANSWER: _____

Situation #7

A properly presented Main Motion is being debated when the Vice President proposes an Secondary Motion of an Amendment to the Main Motion. The Chair calls for a vote on the Amendment and the Amended Motion is passed. The meeting then moves on the next Motion.

RIGHT OR WRONG?

ANSWER: _____

Situation #8

After lots of acrimony during debate a Secondary Motion is made to Refer the Main Motion to a Committee. The Secondary Motion is passed and discussion ensues on who should be on that Committee.

RIGHT OR WRONG?

ANSWER: _____

Situation #9

A motion to Adjourn was made properly and defeated during debate of a new properly submitted Main Motion. The same person moved to Adjourn again 10 minutes later, however the Chair ignored that and moved on with the debate.

RIGHT OR WRONG?

ANSWER: _____
