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TOWARDS COMMUNITY INVOLVEMENT

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DEPARTMENT OF CHEMISTRY

1. Name of the compound: *1,2-dichloroethane*

2. Molecular formula:  $C_2H_4Cl_2$

3. Structure: *Cl-CH2-CH2-Cl*

4. Name of the compound: *1,1-dichloroethane*

5. Molecular formula:  $C_2H_4Cl_2$

6. Name of the compound: *1,2-dichloroethane*

7. Name of the compound: *1,1-dichloroethane*

8. Name of the compound: *1,2-dichloroethane*

9. Name of the compound: *1,1-dichloroethane*

10. Name of the compound: *1,2-dichloroethane*

# TOWARDS COMMUNITY INVOLVEMENT

## SEMINAR #6

### I. INTRODUCTION

#### HOW DO WE GET PEOPLE INVOLVED?

The problem of "How do we get more people involved?" is not unique to the Edmonton or Canadian scene. This concern is raised wherever there is a working core of citizens dealing with an issue. From this situation usually rises the complaint of the general apathy in the community. The weary few see themselves as overworked, underpaid and giving of themselves to a community that doesn't seem to give a damn.

How do we alleviate this problem? First of all, we must realize there is no such word as "apathy". Every person has their own interests and it is up to us, as activists, to tap those interests to the community's advantage. In Leslie Bella's book Up the Grass Roots she says:

Men and women are political animals, and need some form of political involvement. But, although we are all human and share the need for politics, we are not all alike. We each have our own hopes and fears, strengths and hangups, health problems and hobbies. Many people won't give a damn about what you are doing in their community, and that's their privilege. They may not be interested in the things you think they should, the things that you hold important, but that does not mean that they are apathetic. It is up to you to listen and find out what they do care about, what they are not apathetic about. You may have to start with issues very close to home: the mother of a retarded child will volunteer to help the retarded, and residents may respond to the threat of a street widening in their own neighbourhood. You won't be able to involve everyone unless the sense of urgency is very great - and you won't be able to involve them all to the same extent.

I call this first issue, the one close to home that brings someone to their first political involvement, "the hook". Once you have found "the hook" for a particular person, then you have to keep them involved. They will have to find that involvement satisfying, enjoyable, productive and successful.

Once someone is hooked, and involved in a successful project, they will start moving up a spiral of increased self confidence and increased ability in political activity.

There is no magic formula for gaining more involvement within your community. Different strategies work or don't work for different communities. In the following pages, all we will be attempting to do is to provide some guidelines and ideas of how or how not to seek more community involvement. Seeking community involvement will be discussed in terms of:

- (1) Becoming a group;
- (2) Developing the group;
- (3) Maintaining the group.

## II. BECOMING A GROUP

When starting a group you should be concerned with three major tasks:

- (1) Defining the purpose of the group;
- (2) Recruiting needed membership;
- (3) Preparing for the first meeting.

### STEP 1 - DEFINING THE PURPOSE OF THE GROUP

An organization comes into being to fulfill a need. This need should be described in the statement of purpose of the group. Therefore, make sure you know what need your group is attempting to answer!

### STEP 2 - RECRUITING NEEDED MEMBERSHIP

When recruiting membership, it is important to think of asking those who will be affected by the changes your group may bring about. If you are a community action group, your recruitment campaign should then cover the entire community. If you are a special interest group (such as an organization for the handicapped), you may want to also recruit people based on their - sympathy and support

- needed skills
- needed prestige.

#### (a) Methods of Recruiting Membership

In Leslie Bella's book Up the Grass Roots, she places methods of recruiting membership in descending order of effectiveness; believing word-of-mouth still remains the most potent method of spreading information. The methods she describes for recruiting membership are as follows:

- i. Door to door canvassing, where residents are approached by neighbours who discuss the purpose of the group and leave written material.
- ii. Phone invitations from one neighbour to another.
- iii. Publicity through a local or special interest group that meets regularly (e.g., announcement in church on Sunday).
- iv. A newsletter sent to those on a mailing list of some agency (e.g., parents of school children, or members of a community league).
- v. A flyer distributed door to door, with no ringing of door bells.
- vi. A community newspaper with established credibility (that people read and don't mistake for an advertising flyer).
- vii. A city-wide newspaper, radio or TV station.

#### (b) Inviting Resource People

When groups are just being formed, it is often wise to invite resource people who may have special skills to assist you. For example, they may have skills in group dynamics, community organization, grantsmanship, etc. If you feel you need guidance or help in particular areas in order to get a group off the ground, don't hesitate to seek help. Mistakes in the early stages of a group can often be extremely costly. There are a number of resources in the City that you can call either for their direct help or for a referral. Some of them are:

- i. Edmonton Social Service Department (City)

Within this Department, there are 7 professional community workers responsible for different areas of the City. These people are there to help you, specifically in the area of social service needs. They are skilled in the area of community organization and development and can normally assist you in such things as:

- how to run meetings
- how to organize
- where to seek information
- where to find special resource people.

If you wish to get in touch with the community worker for your area, phone the Edmonton Social Service Department at 428-5977 and ask for his/her name and business number.

ii. Edmonton Parks and Recreation Department (City)

Like the Social Services Department, this City Department has several District Recreational Co-ordinators (D.R.C.'s) responsible for different areas in Edmonton. If your group has recreational or parkland needs, contact the D.R.C. responsible for your area. Again, just phone Edmonton Parks and Recreation Department at 428-3559 and find out the name and number of your D.R.C. Often these professionals are skilled in giving groups advice on:

- how to obtain funding
- group organization, etc.

iii. Edmonton Social Planning Council

This is a non-profit, non-government agency designed to provide consultation to citizen groups. They can be a useful resource in a number of areas. Call them at 424-0331.

iv. Communitas

This is also a non-profit, non-government organization designed to help community groups. Call them at 482-4044.

STEP 3 - THE FIRST MEETING

The first meeting is a crucial event in the "becoming" stage of a group. How it is handled can often make or break the possible formation of the organization. Here, then, is some advice on how to proceed in the formation of a group.

(a) THE MEETING SHOULD BEGIN WITH A DISCUSSION OF "WHY WE ARE HERE" (PURPOSE & GOALS)

As Leslie Bella says in her book Up the Grass Roots, this part is not to be a speech from you or others in the original planning group telling everyone "why we are here". Instead it should be a real discussion involving everyone. If you are dealing with a large group, have people break into smaller groups to discuss purpose and goals of the newly perceived organization. This allows those at the meeting to get to know each other and gives everyone an opportunity to express their viewpoints. The comments and ideas of each group can then be recorded on a large sheet of paper or blackboard for all to see.

NOTE: If you do not allow people to become involved at the initial meetings, it is very likely that many people will no longer attend further meetings of the group. People must feel they are a part of something in order to gain their commitment and support.

(b) IF, AT THE MEETING, THERE IS GENERAL AGREEMENT ABOUT THE PURPOSE AND GOALS OF THE GROUP, THEN YOU MUST PROCEED TO TACKLE SOME OF THE WORK IN ACHIEVING THOSE GOALS. THIS MEANS DEVELOPING SPECIFIC AND MEASURABLE OBJECTIVES AND ESTABLISHING TASKS TO CARRY OUT THOSE OBJECTIVES.

The process of designing purpose, goals and objectives is an essential first step in becoming a group. In many cases, however, citizen groups often avoid this step, mainly because they feel it is a waste of time. How wrong they are! By developing your purpose, goals and objectives in the initial stage of your group, you actually save time and probably your group's credibility in the long run. Here are some reasons why.

i. Through the development of goals and objectives, you can provide a very clear, consistent and supported definition to the rest of the world of your group's function and aims.

ii. By developing your purpose, goals and objectives, you can better determine how to develop the structure of the group to effectively carry out the tasks (e.g., informal group with volunteer committees, or formal group with Board of Directors and staff, etc.).

iii. Goals and objectives provide a framework for understanding what tasks need to be done, who should do them, and how each task contributes to the whole purpose of the organization.

iv. Goals and objectives provide a base in which to evaluate how much a group has accomplished. Often groups have no way of evaluating how much they really have achieved. It is a good morale booster to show members their accomplishments.

It may not always be possible in a first meeting to complete the work of developing goals and objectives as well as discussing the specific tasks that have to be done. Don't be afraid to allow this work to be completed at a second meeting. By allowing people to become involved in developing the framework for the organization, you are developing a firm and supportive base for the group. This process may take longer initially but it usually proves that it is well worth it.

In order that you may understand purpose, goals and objectives for your group, the following explanations, illustrations, and exercises have been included to assist you.

Purpose:

Is a broad general statement.

An organization comes into being to fulfill a need, to accomplish a purpose.

Goals:

Goals are narrower in scope than the purpose.

Goals must appropriately derive from the purpose.

Organizational goals are established as targets for fulfilling purpose of the organization.

Goals must be obtainable and reasonable.

Objectives:

Objectives are steps for achieving goals.

Objectives are steps through which to achieve the goal which derives from the purpose.

Objectives are precise in language defining what will happen, who will be responsible for making it happen, when it will happen and how its completion will be known.

In other words, objectives must be measurable in time by evidence of performance and possible to achieve.

NOW TRY THE FOLLOWING EXERCISES TO SEE IF YOU CAN IDENTIFY THE DIFFERENCE BETWEEN PURPOSE, GOALS AND OBJECTIVES.

PURPOSE, GOALS, OBJECTIVES

"CAN YOU TELL ONE WHEN YOU SEE ONE?"

Some of the following statements are in OBJECTIVE language. Others are stated as PURPOSES or GOALS. Can you identify each?

PURPOSE: Reason for which an organization exists.

GOAL: Major targets for carrying out the purposes.

OBJECTIVE: Specifics by which the goal is achieved and which are:

1. Measurable in time by evidence of performance; and
2. Possible to achieve.

P-G - Purpose or Goal Language

O - Objective Language.

Circle One

Statement

Reason for Choice

P-G O	1. To make the community a better place in which to live.	
P-G O	2. To climb Mt. Everest.	
P-G O	3. To arrive in Tombuctou on Monday.	
P-G O	4. To teach chimpanzees to play football.	
P-G O	5. To increase volunteer effectiveness.	
P-G O	6. To bake four and twenty black-birds in a pie.	
P-G O	7. To be a better person by Jan. 2.	
P-G O	8. To raise \$20,000 this year.	
P-G O	9. To train 20 volunteers in banana-peel disposal by Aug. 13.	
P-G O	10. To teach a hamster to pronounce at least one word in Arabic after 21 one-hour lessons, conducted at 3:30 P.M., daily, December 4-25.	

ANSWER KEY TO  
PURPOSE, GOALS, OBJECTIVES

"CAN YOU TELL ONE WHEN YOU SEE ONE?"

1. PURPOSE Not measurable in time nor in performance. Will everyone agree when the community has become "a better place in which to live?"
2. GOAL No time is stated.
3. OBJECTIVE It is measurable. Anyone on the scene in Tombuctou can tell whether you have or have not arrived (if they care). Modern technology makes the objective possible if you are willing to pay the cost.
4. PURPOSE or GOAL It doesn't say how many chimpanzees will be ready to play at the opening of the season.
5. PURPOSE or GOAL No indication of how "effectiveness" is measured, for how many volunteers, and by whom.
6. GOAL It doesn't say when the specific number of birdies will be committed to the musical tart.
7. GOAL Commendable, but not yet defined measurably.
8. OBJECTIVE It is measurable and achievable. You might fail to do it, of course, but it is a possible achievement.
9. OBJECTIVE Silly, but you can know when this has been completed. We assume the objective-writer has in mind a disposal technology.
10. A DREAM This is thoroughly measurable but not achievable. Not only is the hamster's articulatory equipment deficient, but the little beast is nocturnal and likely to be cranky upon being awakened at 3:30 P.M.



ANOTHER EXERCISE  
IN WRITING OBJECTIVES

The Jonathan Society

PURPOSE

To preserve seagulls and promote com-  
passionate public interest in their  
pursuit for self-realization.

GOALS I. Supply crash hel-  
mets in fledgling  
seagulls in rocky  
environs

II. Organize public  
tours to seagull  
habitats

III. Plan a "take-a-  
seagull-home-to-  
lunch" week.

OBJECTIVES:

1. Identify by June 1st, 3  
potentially rocky areas  
frequented by seagulls.

1. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

1. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. Design a seafull crash  
helmet by June 1st.

2. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. Locate 4 volunteer  
plastic craftsmen by  
June 1st.

3. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Have 30 completed  
crash helmets by  
Sept. 15th.

4. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. Have 30 seafulls out-  
fitted with helmets  
by Nov. 1st.

5. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### III. DEVELOPING THE GROUP

Adapted from Up the Grass Roots - Leslie Bella

During the first stage of "becoming a group" you will often find a group is dominated by the leadership of those who initiated the formation of the organization.

However, to create a strong group, you, as members, should begin developing an organizational structure which will spread responsibilities among other people in the group.

#### A. THE ORGANIZATIONAL STRUCTURE FOR YOUR GROUP

Careful consideration should be given on how you wish to organize your group in order that your goals and objectives may be achieved. Some questions you might ask yourselves are:

- (1) What kind of leadership do we need and who should we select for that role(s)?
- (2) How formal do we want to run our group?
- (3) How should we delegate responsibilities?

#### 1. Formal Leadership

It is very important to choose the leader of your group carefully. Therefore, if the group decides to hold an election for officers, make sure this does not happen until all the members know each other. It may even be wise to have rotating chairmen at meetings prior to an election of officers. This will give all a chance to observe who is full of hot air and who is a competent leader. A good leader is one who helps

- in:
- setting group goals
  - moving the group towards its goals
  - improving interaction among members
  - building the cohesiveness of the group
  - making resources available to the group.

#### 2. Formal vs. Informal Group Organization

If your group is to be managing large funds, a formal constitution may be necessary for the group. However, if this is not the case for your group, it is probably wise to operate in an informal fashion. Unnecessary formality can kill group involvement.

#### 3. Delegating Responsibilities in a Group

##### (a) Individual Members

When delegating responsibilities to other people in the group, consideration must be given to members' particular interests and levels of competence. Tasks should not be assigned to those people who are either not interested or not competent in handling them. If the tasks are assigned to them, you will likely scare these members off from any future involvement in the group.

##### (b) Committees

The committee system is a method of delegating responsibilities among the group. The value of committees is that they:

- i. divide the workload;
- ii. develop or utilize expertise among members;
- iii. permit decision making between meetings of the group-as-a-whole;
- iv. facilitate learning and satisfaction for members.

Committees can either be permanent (standing) or temporary (ad hoc). They may have varying degrees of responsibility. For example, their authority may range among any of the following:

Authority

- i. Limited Advisor - committee investigates and reports  
- whole group makes final decision
- ii. Active Advisor - committee investigates and recommends action  
- whole group accepts or rejects recommendation
- iii. Limited Agent - committee can take action with group's consent  
- whole group gives consent or not
- iv. Active Agent - committee takes action  
- whole group later ratifies it
- v. Free Agent - committee takes action and informs whole group

## B. BUILDING THE COHESIVENESS OF THE GROUP

Building solidarity or strength of a group is extremely important if the organization is to achieve its goals. A feeling of solidarity comes from the experiences members share as a group; whether they are good or bad.

### 1. Success

It is crucial that any group experiences some success during its "developing" stages. If they do not, members will become discouraged to the point that they may quit being involved with the group entirely. This could spell death to the organization.

A successful experience, on the other hand, provides members with more enthusiasm and confidence to continue their struggle towards achieving their goals.

### 2. Failure

A failure experienced by a new group can be devastating. However, this negative event can be used as a strengthening experience if the group is helped with the re-evaluation and tactical discussions that follow failure.

### 3. Internal Disputes

Internal disputes can destroy the solidarity of a group if they are not brought out into the open and dealt with in a constructive way. In cases such as this, it is wise to obtain help from outside the group. A community worker from an agency can act as a mediator in disputes so differences of opinion can be discussed openly and solutions can be found.

### 4. Group Identity Crisis

Most groups, in some stage of their development, go through an identity crisis. This may occur when there is a growing realization that the group is, for instance, loosing the support of its community or constituency. A group evaluation of "Why are we here?" will often reveal some of the reasons why others are not. This evaluation can then be followed by some changes to the group's goals or style of operation and by an aggressive recruitment drive. However, you may discover your group is no longer needed and should be disbanded. If so, disband.

C. HANDLING MEETINGS

Knowing how to organize and run meetings is an essential skill needed not only in the formation, but in the development of a group. Meetings at the best of times are boring to people who attend. A meeting that lacks purpose and organization is therefore a disaster. Those persons attending a meeting like that are not likely to chance coming to another one again.

1. Purpose of a Meeting

However obvious it seems, make sure you know the purpose of the meeting you are organizing. Often this is not really considered to any degree. Leslie Bella suggests seven purposes for having a meeting. These are:

- i. To meet old friends
- ii. To meet new people
- iii. To conduct business efficiently
- iv. To plan or make decisions
- v. To receive information
- vi. The Rally - to display strength and support
- vii. The Protest - to show strength and unanimous support.

It might be good to think about the above mentioned purposes when designing your own meeting.

2. Organizing the Meeting




When organizing a meeting, it is handy to have a checklist of things you should consider in preparation for it. Here is an example of one you might use:

Extract from <u>Up the Grass Roots</u> by Leslie Bella		
<u>Name of Sponsoring Group</u> _____		
<u>Purpose of Meeting</u> (circle as appropriate, and specify)		
1. To meet old friends	2. To meet new people	3. A business meeting
4. A planning meeting	5. To receive information	6. A rally
7. A protest	_____	
<u>Who will attend the meeting</u> _____		<u>How Many</u> _____
<u>Mode of Promotion of Meeting</u>		<u>Who's job is it?</u>
1. _____		_____
2. _____		_____
3. _____		_____
<u>Specially invited guests</u> _____		_____
<u>Meeting Place</u> _____		_____
<u>Time</u> _____ <u>Date</u> _____		_____
<u>Lay out of room; seating, tables, etc.</u> _____		_____
<u>Audio Visual Equipment, materials, etc.</u> _____		_____
<u>Refreshments</u> _____		_____
<u>Legal Permits</u> _____		_____
<u>In case of inclement weather</u> _____		_____
<u>Meeting Evaluation</u> _____		_____
<u>Clean Up</u> _____		_____
<u>Agenda</u>		
<u>Items</u>	<u>Time</u>	<u>Dramatis Personae</u>
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____

3. Working with People in Meetings

Learning how to deal with different people at meetings is important. The following information may give you some ideas of what to do with certain types of personalities.

WORKING WITH PEOPLE IN MEETINGS

HOW HE ACTS	WHY	WHAT TO DO
 <p data-bbox="127 725 391 756">Overly Talkative</p>	<p data-bbox="582 310 925 549">He may be an "eager beaver" or a showoff. He may also be exceptionally well informed and anxious to show it, or just naturally wordy.</p>	<p data-bbox="965 310 1356 414">Don't be embarrassing or sarcastic ... you may need his traits later on.</p> <p data-bbox="965 424 1332 497">Slow him down with some difficult questions.</p> <p data-bbox="965 507 1372 642">Interrupt with: "That's an interesting point . . . now let's see what the group thinks of it."</p> <p data-bbox="965 652 1396 756">In general, let the group take care of him as much as possible.</p>
 <p data-bbox="159 1357 486 1388">Highly Argumentative</p>	<p data-bbox="582 932 925 1004">Combat personality... professional heckler.</p> <p data-bbox="710 1025 758 1056">or</p> <p data-bbox="582 1087 861 1222">May be normally goodnatured but upset by personal or job problems.</p>	<p data-bbox="965 870 1444 973">Keep your own temper firmly in check . . . don't let group get excited either.</p> <p data-bbox="965 984 1428 1181">Honestly try to find merit in one of his points . . . express your agreement (or get the group to do so) . . . then move on to something else.</p> <p data-bbox="965 1191 1444 1295">When he makes an obvious misstatement, toss it to the group...let them turn it down.</p> <p data-bbox="965 1305 1460 1481">At a last resort, talk to him privately during a recess...try to find out what's bothering him...see if you can win his cooperation.</p>
 <p data-bbox="175 1864 422 1895">Quickly Helpful</p>	<p data-bbox="598 1585 949 1730">Really trying to help. Actually, makes it difficult, keeps others out.</p>	<p data-bbox="981 1585 1412 1657">Cut across him tactfully by questioning others.</p> <p data-bbox="981 1667 1396 1740">Thank him, suggest "we put others to work."</p> <p data-bbox="981 1750 1364 1792">Use him for summarizing.</p>

HOW HE ACTS

WHY

WHAT TO DO



Side Conversation

May be related to the subject.  
 May be personal.  
 Distracts members and you.

Don't embarrass them.  
 Call one by name, ask him an easy question.  
 or  
 Call one by name, then restate last opinion expressed or last remark made by group, and ask his opinion of it.  
 If, during conference, you are in habit of moving around the room, saunter over and stand casually behind members who are talking. This should not be made obvious to group.



Inarticulate

Lacks ability to put thoughts in proper words.  
 He is getting idea but can't convey it.  
 He needs help.

Don't say, "What you mean is this." Say, "let me repeat that" (then put it in better language).



Definitely Wrong

Member comes up with comment that is obviously incorrect.

Say, "I can see how you feel" or "That's one way of looking at it."  
 Say, "I see your point, but can we reconcile that with the  
 Must be handled delicately.



Searching for Your Opinion

Trying to put you on spot.  
 Trying to have you support one view.  
 May be simply looking for your advice.

Generally, you should avoid solving their problems for them. Never take sides.  
 Point out that your view is relatively unimportant, compared to the view of the people at the meeting. Don't let this become a phobia. There are times when you must and should give a direct answer. Before you do so, try to determine their reason for asking your view. Say, "First, let's get some other opinions." or "How do you look upon this point?" (Select a member to reply.)

HOW HE ACTS

WHY

WHAT TO DO



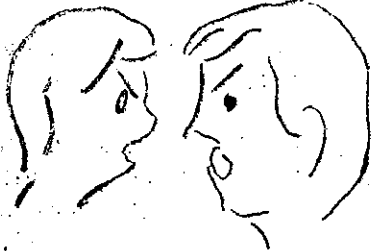
Rambler

Talks about every-  
thing except subject.  
Uses farfetched  
analogies, gets lost.

When he stops for breath,  
thank him, refocus his atten-  
tion by restating the relevant  
points, and move on.

Grin, tell him his point is  
interesting, point to blackboard  
and in friendly manner indicate  
we are a bit off subject.

Last resort: glance at watch.



Personality Clash

Two or more  
members clash.  
Can divide your  
group into factions.

Emphasize points of agreement,  
minimize points of disagree-  
ment (if possible).

Draw attention to objectives.  
Cut across with direct question  
on topic.

Bring a sound member into the  
discussion.

Frankly ask that personalities  
be omitted.



Won't Budge!

Prejudiced.  
Hasn't seen your  
points.

Throw his view to group, have  
group members straighten him  
out.

Tell him time is short, you'll  
be glad to discuss it later; ask  
him to accept the group view-  
point for the moment.



Wrong Subject

Not rambling, just  
off base.

Take blame: "Something I said  
must have led you off subject;  
this is what we should be  
discussing" (restate point or  
use board).

HOW HE ACTS

WHY

WHAT TO DO



Griper

Has pet peeve.  
Professional griper  
Has legitimate complaint.

Point out we can't change policy here; problem is to operate as best we can under system.

Indicate you'll discuss problem with him privately later.

Have a member of group answer him.

Indicate pressure of time.



Won't Talk

Bored.  
Indifferent.  
Feels superior.  
Timid.  
Insecure.

Your action will depend upon what is motivating him.

Arouse his interest by asking for his opinion.

Draw out the fellow next to him, then ask the quiet lad to tell the fellow next to him what he thinks of the view expressed. If he is seated near you, ask his opinion so that he'll feel he is talking to you, and not the group.

If he is the "superior" type, ask for his view after indicating the respect held for experience. (Don't overdo this. Group will resent it.)

Irritate him for a moment by tossing a provocative query. If the sensitive person won't talk, compliment him the first time he does. Be sincere!

From: American Business  
December, 1954  
7:62 H



#### 4. Using Parliamentary Procedure

Only the experts or "parliamentarians" must know all the rules and technicalities. The fundamentals listed below can help you participate in practically any meeting in an intelligent, decisive way. It is important to keep in mind that every meeting should have an "order of business" or "agenda". Usually included is:

- i. Call to Order  
By the Presiding Officer  
BE ON TIME  
CHECK QUORUM
- ii. Opening Exercise, if desired  
Welcome, etc.  
Roll call, if customary
- iii. Reading of Minutes  
Approved as read or as corrected. Reading of minutes can be dispensed with by majority vote without debate. This means they are not read at the regular time. If dispensed with, reading can be ordered (by a majority vote without debate) any time later during the meeting when no other business is pending. If minutes are not read before adjournment, they must be read at the following meeting before reading any later minutes.
- iv. Reports of Officers
  - a. Corresponding Secretary
  - b. Treasurer's Financial Report
  - c. Other Officers (call on only if they have report)
- v. Reports of Standing Committees - Reports of Special Committees  
Standing Committees listed in bylaws are usually called on in the order in which they are listed. A motion arising out of an Officer's report or Committee's report is taken up immediately.  
Only those Special Committees that are prepared or were instructed to report, should be called on. Those that are to report should be called in the order in which they were appointed.
- vi. Unfinished Business
  - a. A question postponed from the last meeting.
  - b. Any other unfinished business (Secretary should inform President)
- vii. New Business
  - a. Correspondence that needs action
  - b. Bills
  - c. Further new business - Members can introduce new items, or can move to discuss any matter which is on the table.
- viii. Announcements  
The Chair may make or may call on other Officers or Members to make any necessary announcements; members may also obtain the floor for such purpose.

ix. Program

Although the program is usually placed at the end of the order of business, it can by special rule be received before the minutes are read, or by suspending the rules, can be received any time. Often in courtesy to a guest speaker, the Chair may ask for suspension of the rules so the talk can be located at an unscheduled point within the business portion of the meeting. Usually this is done by unanimous consent: Chair announces: If there is no objection, we will hear our program at this time.

x. Further Business

Chair asks if there is further business before adjournment.

xi. Adjournment

May be done by general consent or by vote.

PUTTING IDEAS BEFORE THE GROUP:

i. Obtaining the Floor

Address the Presiding Officer by his or her official title. Wait for recognition. Once you have the floor, you may speak and with exceptions, no one may interrupt you.

ii. Making a Motion

All proposals for action by the group must be presented by a "motion". Begin by saying: I move that . . . Make your motion brief and concise. If possible, have it written out ahead of time. The Secretary may request a written copy of any motion.

iii. Seconding a Motion

Before an idea may be discussed, it must be seconded. You need not agree with a motion in order to second it. If the Chair overlooks the absence of a second and debate or voting has begun, the second becomes immaterial. An absence of a second does not affect the validity of the motion's adoption.

iv. Amending the Motion

To add to, substitute or subtract from a motion that someone else has made, submit your idea to the group by "amending the motion".

v. Amend the Amendment

Altering the motion can be carried one step further by "an amendment to the amendment". You now have a primary amendment and a secondary amendment to the MAIN motion. You may not have more than these two.

vi. Point of Information

If the issues become confusing - you may ask for clarification by asking for a "point of clarification" from the chair.

LET'S STICK TO THE FACTS:

viii. Point of Order

If you feel a violation in parliamentary procedure exists, call for "a point of order" to enforce the rules. The Chair rules, but is obliged to recognize you and pass on your inquiry to the group.

ix. Appeal from Decision of the Chair

If you disagree with the decision of the Chair, you can appeal (it must be done immediately following the ruling). It does require a second, then the Chair must state the question and the whole group votes on whether to over-rule or sustain the Chair. Either a majority vote or a tie will sustain the Chair.

x. Orders of the Day

If the meeting goes off on a tangent and does not follow the agenda or the order of business, you may remind the Chair by calling for "orders of the day". This requires a 2/3 vote - and is put to the vote at the discretion of the Chair.

xi. Motion to Limit Debate

To prevent a discussion from dragging on endlessly, you can:

- a. Move to limit each speaker's time
- b. Move to limit the number of speakers
- c. Move to limit the overall time of debate
- d. Move to close debate at a set time and vote

These questions require a 2/3 vote - this is an important safeguard as it proves that twice as many vote for an issue as against it.

xii. Motion to Refer

When it is advisable to give further study to a proposal, move that the matter be referred to \_\_\_\_\_ Committee.

NOTE: Kind of committee, size and power should be included in the motion.

xiii. How to End Debate

"Call for the Previous Question" - This will close debate on a pending question and require immediate vote by the group on whether to close debate. 2/3 vote is required.

POSTPONING CONSIDERATION:

i. Motion to Table

A move to "lay on the table" means to temporarily put aside one motion to consider another. It is not debatable and after a matter has been tabled,

it may be taken from the table at the same meeting (if other business has intervened) or at the next regular meeting. After that, it would be "DEAD" and the matter would have to be reintroduced.

ii. Postpone to a Certain Time

"I move that action on this matter be postponed until \_\_\_\_\_ (state time.)" If carried, the matter is postponed to the time specified and comes up as "unfinished business".

iii. Postpone Indefinitely

Primarily a strategic motion - used to reject main question without incurring direct vote on it.

VOTING AND ADJOURNING:

i. Division of the House

To get a more accurate count than a voice vote - call for a "division of the house". A demand of a single member compels the division. This is really a request for a revote. If no request for a division is made when the vote is announced, the only motions that can change a vote are to reconsider or to rescind.

ii. Motion to Adjourn

May be made any time - requires a majority.

NICE TO KNOW:

i. What's the Quorum in a Committee?

A majority of its members unless otherwise stated in bylaws.

ii. Does a Committee Have a Secretary?

The Chair may act as secretary, but in a large committee, it is advisable to have someone else keep records for the committee's use.

iii. Can Debate be Limited in Committee?

No.

iv. What Rights Do ex-Officio Members Have?

All of the rights of any other member, but none of the obligations. Not counted in quorum, but must be notified of all meetings.

v. May a Motion Be Withdrawn?

Yes. IF IT HAS NOT BEEN STATED BY THE CHAIR, THE MAKER OF A MOTION MAY WITHDRAW HIS MOTION. (A withdrawn motion DOES NOT appear in the minutes.) Once a motion has been stated by the Chair, it can be withdrawn only by general consent or a majority vote.

vi. How Can Action Already Voted On Be Reconsidered?

By a move to reconsider the vote. This must be done on the same day the vote was taken and motion to reconsider may only be made by one who voted on the prevailing side.

vii. In a Standing Committee or Special Committee . . .

. . . a motion to reconsider a vote may be made any time regardless of the time that has elapsed. It may be made by anyone who voted with the prevailing side or did not vote at all.

viii. Can a Motion Be Rescinded? When?

Any member can move to rescind a motion. The motion is in order at any time until action has been taken on the matter. The motion to rescind requires a majority vote with previous notice or a 2/3 vote without notice. The motion and the action to rescind appear in the minutes of the respective meetings where the actions were taken.

NOTE: The motion to rescind (repeal, annul) re-opens the whole question for discussion.

ix. What Is a Substitute Motion?

A motion of similar but different intent than the pending motion. If a substitute motion carries by majority vote, the second motion becomes the pending question for consideration and the first motion is discarded and is no longer before the assembly.

x. Can the President Introduce New Business?

Yes, but the motion to act must come from the floor. A president may, however, make motions in a Board of Directors meeting unless the bylaws say otherwise.

xi. Need Motions Be in Writing?

If possible, write out your motion. The President and/or Secretary may request your motion in writing.

5. Essentials of Good Minutes

(a) Reasons for Good Minutes

- i. They are the only record of the Committee or Board business.
- ii. Committee chairpersons use them for constant referral.
- iii. President must be informed of Committee activities at all times.
- iv. They are essential in continuity and information for succeeding Committees and Board.

(b) Guide for Recording Good Minutes

- i. The following heading should be placed at the top of the first page:  

---

Committee or Board.

(Name of Organization)

- ii. Include in the first paragraph:
  - kind of meeting - (regular or special)
  - name of the Committee/Board
  - date, including the year, time and place of meeting
  - name of the presiding officer - (Mrs. John Doe, Chairperson, presided)
  - names of members present - and those absent
  - whether minutes of the previous meeting were approved as read, mailed or corrected.

- iii. Record ideas: listen to comments, put down main points. Summarize. These records are for the Committee's or Board's use - make them brief, but as complete as possible.
- iv. Minutes should clearly indicate:
  - major problems stated
  - suggestions proposed
  - conflicting points of view for clarification of action.
- v. Record all main motions:
  - name the member who made the motion and underline the action - (Jane Doe moved that . . .)
  - do not include that motion was seconded.
  - state and underline whether motion carried or failed - (Motion carried)
- vi. Time of adjournment.

6. Evaluating Your Meetings

It is important to have the meeting you organized evaluated by those who attended. This way you can gain some knowledge on what you did right, as well as wrong. Hopefully, this will help you to learn how to organize a better meeting next time.

A simple meeting evaluation form can be made up for people to fill out at the end of the session. Leslie Bella, in her book Up the Grass Roots, provides the following example of a form:

<u>Meeting Evaluation Form</u>	
1. What did you understand to be the purpose of this meeting? How did you find out about it?	
2. Do you think the meeting established this purpose? If not, what do you think was achieved?	
3. Was the meeting	
<div style="display: flex; justify-content: space-between; text-align: center;"> <span>enjoyable</span> <span>interesting</span> <span>exciting</span> <span>boring</span> <span>confusing</span> </div> <div style="display: flex; justify-content: space-between; text-align: center;"> <span>frustrating</span> <span>too long</span> <span>too short</span> </div>	
4. What did you most dislike about the meeting?	
5. What did you most like about the meeting?	
6. What would you have done differently?	
7. Please grade the meeting according to the following	
<div style="display: flex; justify-content: space-around; text-align: center;"> <span>A</span> <span>B</span> <span>C</span> <span>D</span> <span>F</span> <span>G</span> </div>	

## D. FUND RAISING

Fund raising is absolutely essential for any group that wants to survive. There are many things needed to maintain a group and each one costs money. Just to mention a few obvious examples: a place to meet, refreshments, typing, printing, mailing, costs to members such as transportation, child care, cost of time spent doing volunteer work rather than paid work.

Fund raising is not limited to one particular technique. Nor does it require an expert for its success. It is something every local organization can and must do.

A special fund raising committee can be formed within the group. An ad in the local newspaper can bring in money as well as new members. It will also give the group more visibility in the community.

Solicit individual donations right away. Don't forget that your group can provide a convenient tax deduction for churches, service clubs, businesses. With luck, these donations will have few strings attached. Examples of companies which can be approached are: Molson's, Labatt's, Safeway, Texaco, Gulf. A donation from any one of these could bring in as much as \$1,000.

In soliciting individual donations, it is helpful to have on hand a copy of the organization's budget showing how much money is needed. Explain what a specific donation could be used for.

After meeting with prospective donors, the fund raiser should send a follow-up letter thanking them for their contribution or, if more was received, for the chance to talk with them. Formal receipts for all contributions should be sent.

Independent funding, that is money with no strings attached, can be raised in many ways. Here are a few possibilities:

### 1. Pledge Groups

Once the organization has really got underway, and people begin to develop loyalties to it and its projects, pledge groups become possible. A contributor can be asked to gather some of his friends into a group. Each individual should be asked to give according to his means - say, one to ten dollars a month. A monthly reminder which could be part of a regular project newsletter may be necessary. Pledge groups collapse if they are not run regularly.

2. Special Events: These include concerts, films, speeches by well known people, theatre parties, fairs, casino nights.

### 3. Parties

An informal gathering in someone's living room, supplied with good literature and an articulate speaker, can raise from ten dollars to many thousands, depending on the wealth of your guests. Allow people to socialize for a short while before you start the program. A 10 to 15 minute presentation of the aims and activities of the group should then take place, followed by questions. Then, a local person, perhaps the host, should make the pitch.

## Reminders

(i) It's important to get together to have fun so that you can get together over serious matters.

(ii) Try to involve contributors in the organization, thereby strengthening the project with manpower while making money. A donor should be nudged along the road of direct action until he becomes a doer.

#### 4. Small Fund Raising

You can raise small amounts of money through church collections, dances, picnics, bake sales, dinners, chocolate bar drives, garage sales, bottle or paper drives, raffles, bazaars, bingos; you can sell flowers, buttons, art, used books, posters, postcards and other handcrafts; you wash cars, silk-screen T-shirts, provide baby-sitting services in the office. The list is endless. All it takes is imagination and energy.

#### 5. Canvassing

In order to solicit funds in a public area, i.e., to canvass, it is necessary to check provincial and local laws first. Some places require a permit to canvass, and soliciting without one is considered panhandling, an illegal activity. It's a good idea to provide each canvasser with a copy of the ordinance stating that a permit is not required or a copy of the permit.

In Edmonton, no permit is needed if you are soliciting from within your own membership. For example, a community league can collect money from its members without a permit.

However, if you are canvassing door to door or selling goods outside your membership in excess of \$250 (gross amount), then you will need a permit from the Charitable Appeals Board, City of Edmonton.

#### 6. Foundation Grants

Certain large corporations and wealthy individuals have established foundations which offer grants to worthy projects for social change. Grants are also made by government agencies. The availability of such money for movement use is a contradiction that must be dealt with carefully.

Your proposal must be exact, businesslike and professional. The people who will be evaluating it can spot an exaggerated plea for support or an ambiguous description of your institution.

##### Formal Application

- (a) Format: Typewritten, double spaced, neat and accurate.
- (b) Content: Use clear, simple language. Avoid trite phrases or obscure terminology which would make it harder to understand and take a long time to edit.
- (c) Length: This is determined by subject matter, but generally shouldn't be more than ten or twelve pages.
- (d) Supporting Documents: This is an appendix that might include a bibliography, a summary of projects, financial data. Keep it short and factual.
- (e) Pictures: Use pictures only when necessary; for example, if the grant is being used for building or remodeling a building, a picture would be helpful.
- (f) Budget: Should include amounts needed for personnel, equipment, supplies, construction, etc. If the grant is for less than the total cost of a project, explain where the balance of funds is coming from.

##### Follow Through on Grants

Once a grant is received, keep the foundation informed as to the development of your project. The follow-up system will help broaden your base of support with foundations in the future.

Don't give up completely on a particular foundation if they reject your first proposal. Keep the foundation on your mailing list and try again if another project comes up. Many foundations don't usually accept initial proposals from new organizations.



In the Government Information Services at the Centennial Library, Edmonton, you will find two good manuals which list funding sources:

- Directory of Selected Funding Sources for Social Service Groups and Organizations (Edmonton Region). Prepared by the Social Planning Unit, Edmonton Social Services, March, 1976.
- Alternate Forms of Financing Manual, published by Parks and Recreation Department, Edmonton, Alberta, 1976.

E. INCORPORATION OF YOUR GROUP

Once your group has been established, you may want to incorporate. There are a number of advantages in incorporating your group:

1. It gives the organization legal standing or recognition and enables it to take legal action in the name of the group.
2. It absolves members of the incorporated group from liability for debts or the organizations.
3. It denotes permanency, security, responsibility and prestige.
4. It is important from the standpoint of raising funds. Often donors will not give grants to groups that are not incorporated as a society.
5. It enables organizations to hold property and secure tax exemptions on the property.
6. The cost of incorporating your group as a society is very small(\$10.00).

The possible disadvantages of becoming incorporated are:

1. You might find it too time consuming.
2. You might not like the structure it places on the group.

For incorporation as a society, non-profit company, or as a co-operative, in Alberta, contact:

Non-Profit Company

Registrar of Companies  
Department of Consumer Affairs  
4th Floor Financial Building  
10621 - 100 Avenue  
Edmonton, Alberta

Society

same

Co-operative

Director of Co-operatives  
Activities and Credit  
Union Branch  
Department of Agriculture  
803 Agriculture Building  
Edmonton, Alberta

#### IV. MAINTAINING THE GROUP

##### Why Stay Together?

After your first defeat or your first victory you might wonder why you should bother maintaining group interest. For one thing, an active group can begin to plan its own future. By looking ahead, it will often be able to avoid the types of issues that brought it together in the first place. And any crisis that do arise will benefit from the fact that you have already organized and are ready to go.

How you maintain group interest will depend, of course, on the group itself. Do not be upset if the members change. Some people will leave but others will take their place. You will have to find out what will maintain your group the same way you found out how to get them together in the first place.

Some of the ideas mentioned in the funding section will help maintain interest: block parties, bazaars, suppers, etc. Well planned workshops or seminars are also good techniques. More innovative techniques might include the use of film or street theatre which, if used properly, can help strengthen group identity which is an important factor in maintaining a group.

The following is an example of one group, the Inglewood-Ramsay Neighbourhood, in Calgary that gained a lot by staying together.

TAKEN FROM: City Magazine, Aug. Sept. 1975. Vol. 1, No. 5 & 6,  
Page 16.

...A local voluntary resource group was formed to produce a community plan and to foster a community participation process. The process was very much a departure from the traditional planning models especially, in that it was designed to remove the old style approach of the "professional planning for the people" and instead successfully substituted a philosophy of "everyman a planner". In the 1970's there was a number of successful projects: 2 year community-oriented experimental pre-school programme; a joint effort with the city to integrate as sensitively as possible a freeway through the community.

There were several enduring results from all these activities. First, the Inglewood community was creating a new shared interest in its future. Second, it was learning to work effectively with resource and government. Third, it began to understand a whole range of political, psychological, and economic issues - the meaning and necessity for persistence, the value of strategy, the need for a plan, the cost factors involved in projects, the commitments required, when to fight, when to apply pressure, and when to compromise. Fourth, it proved to itself and to others that community people with intimate local knowledge can contribute to the resolution of planning problems, that citizens possess a very close identity to their community because of deep, emotional commitment. All that was required was a process whereby this commitment could be harnessed as positive and creative energy for the community.

(For more information about the Inglewood-Ramsay Neighbourhood, contact Mr. Jack Long, 26 New Street, Calgary S.E., Alberta.)

##### What is it all About?

It's a good idea to fit your group's actions into the larger picture. You may well wonder just where you fit in terms of your ability to bring about any significant or long-term change.

Saul Alinsky, the well known organizer, sees the world as a duality. He says that there is nothing positive without its concomitant negative, nor any political paradise without its negative side. He divides the world's population into three groups:

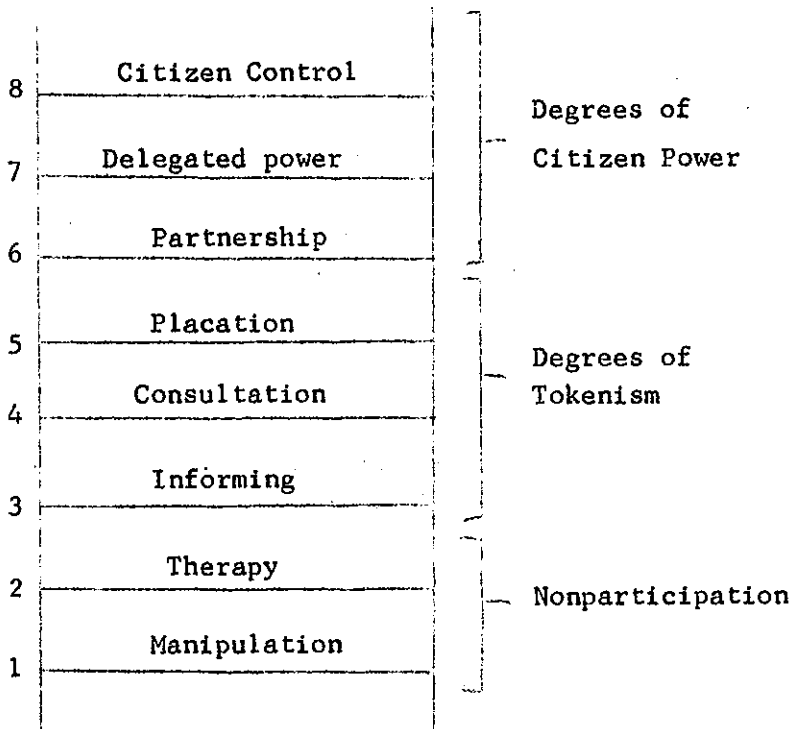
1. Haves - who are striving to keep what they have;
2. Have Nots - who strive to get;
3. Have-a-Little - want more, strive for status quo to keep what they have but want chances so they can get more.

Your view of how the world operates will be determined to an extent by whether you are a "Have", a "Have Not" or a "Have-a-Little".

You shouldn't be surprised, then, at direct and indirect attempts to discredit your group and disrupt its work. It is more than likely that your goals and objectives will threaten someone else.

For example, you could be a threat to the government at one or all levels. The most effective means to keep you in line is to simply exclude you from the decision making process.

As a citizen, and as a group member, it might be useful to find out where you stand in terms of your participation in decision making process. This "Ladder of Citizen Participation" presents a good overview of the situation. Where would you place yourself?



Source: Sherry Arnstein, "A Ladder of Citizen Participation", AIP Journal, July, 1969.

Figure 2 Eight Rungs on a Ladder of Citizen Participation

As your group becomes effective and known about town, be alert to the tactics used by bureaucracies to keep you safe, controllable, and in your place. Leslie Bella in Up the Grass Roots writes "If the authorities do want to include the grass roots in the decision making process, but wish to retain the power in their own hands, they have a number of ways of doing this.". She goes on to describe these tactics:

## Tactics

### Co-optation

1. They can co-opt grass roots leaders and groups into doing something else. Groups are often persuaded to pursue the system's goals rather than their own.
2. They can push grass roots groups into coalitions. This usually tends to diffuse vital energy and encroach on a group's autonomy.
3. It is not uncommon that potentially radical leaders are bought off by the system, thus diluting any real power which might arise.

### Discrediting Your Group

4. They can set up a pilot project to demonstrate the unfeasibility of your proposal.

### Divide and Conquer

5. They can deliberately develop and fund another citizen group to be in direct opposition to yours.

### Maintaining Power

6. They can withhold much needed information at any time.

### Labeling and Divide Conquer

7. They can discredit your leaders or try to divide your group by playing up internal personality conflicts.

Don't be discouraged by this arsenal of tactics. Remember that you will be developing your own tactics to counter any you come up against.

### A Final Reminder

One-issue groups might win the battle but they won't win the war. Avoid the one-issue group, if you are trying to bring about real change.