

PNADL635

**Agriculture-
Led Export
Businesses
(ALEB)
Project**

***Strengthening
Egypt's
Processed Foods
Export Industry***

**How to Make
Association
Committees
Work More
Effectively:
A Workshop**

June 25, 2000

**USAID-funded Project
#263-0264**

***Prepared by the ALEB
Trade Association &
Services Team:
Dr. Thomas J. Herlehy
Dr. Mohamed Goman
Dr. Glenn Patterson
Mrs. Suzan Rashed***

Agriculture-Led Export Businesses

ALEB

**Enhancing The
Effectiveness of
Business Associations
Committees:**

**Guidelines and Policies
for Successful
Committee
Administration**

The following is adopted from "Enhancing Committee Effectiveness: Guidelines and Policies for Committee Administration" by John F. Schlegel, CAE (Certified Association Executive) an American Society for Association Executives (ASAE) publication, Washington, DC (USA).

Agriculture-Led Export Businesses

ALEB

**Enhancing The
Effectiveness of
Business Association
Committees:**

**How to Plan and
Manage Meetings**

Meetings! Meetings! Meetings!

How many times have you heard a busy executive or manager who is a member of your trade association complain about all the meetings to which he or she gets invited to participate?

How many times have members of your own association staff complained about the "time wasted" in meetings because "nothing ever gets done?"

Meetings can be an enormous waste of your time, your member's time and your staff's time if they are not well planned and well managed.

This brief brochure is designed to provide you, your staff and the members of your association committees with some ideas on how to plan and manage meetings so that you get concrete results from the time spent in those meetings.

We will follow a simple plan of describing the five "Ws" and the one "H" for planning and managing effective meetings.

What are the five "Ws?" Ask yourself: Who, What, Where, When and Why?

What is the "H?" Ask yourself: How?

Who Called this Meeting?

Whether the meeting is for the Board of Directors or the Committees of your trade association or even the General Assembly of your trade association, someone has called for that meeting.

Who normally calls for a meeting? The Egyptian NGO Law 153 for 1999 has some broad guidelines for trade associations. For example, there must be at least one annual meeting of all association members called the General Assembly and the Board of Directors usually calls that meeting.

But for Committees in your trade association, *the Chairman or Chairwoman of the Committee is usually responsible for calling for a meeting of the Committee.* The secretary of the Committee may send out the notices regarding the meeting. And unless there is an already established date and time for regular meetings for Committees, the Chairman or Chairwoman of the Committee will normally call for the Committee to meet.

Personal telephone calls to all members of the Committee are the most highly recommended means of communication from the Chair to other Committee members. Sending a fax to announce a meeting is not as personal and will not generate the response that you desire – and what is the response you desire? You want the members of the Committee to come and participate in the meeting. As one Egyptian trade association executive told me, "I wish our members would give more of their time to our association." A personal telephone request to participate will elicit the response you, as the Chair, want to get from your members. A fax can then be sent out to all members confirming the date, time and place of the meeting and the agenda of the meeting.

When the Chairman or Chairwomen calls for the meeting, the most important action to take before contacting anyone at all is to sit down and think about the next "W": What is this meeting about? What is the purpose of the meeting?

What is This Meeting all About?

How does anyone on your Committee know whether or not they should take time out from their busy workday or from their personal time to come to a meeting? How can they possibly know what the meeting is all about if you, as the Chairman, do not tell them what the meeting is about?

How do you tell them what the meeting is all about? *An Agenda!*

An Agenda is the blueprint, the master plan, for every effective Committee meeting.

Without an Agenda, a Committee is like a ship sailing at sea, at night, in a storm, without a compass or a sextant or any navigational instruments at all!

Would you get on an airplane if you did not know where that airplane was going? At what time it was leaving? And at what time it was to arrive at its destination?

Would you try to build a house without a blue print or architectural drawings?

If you call a meeting without an Agenda being drawn up ahead of time and distributed to all Committee members ahead of the meeting time, you will greatly increase the chances of the meeting being a complete failure and waste of time for everyone involved.

Your job as the Chairman or Chairwoman is to sit down and think about this question: What will your Committee do in the meeting?

The AGENDA should look something like the sample at the end of this pamphlet. It should have a title, a date, time and place for the meeting. And, most important of all, there should be a brief sentence describing what the purpose of the meeting is.

The purpose of the meeting must be stated in such a way that you attract your members to come to the meeting. So think carefully about what the purpose of the meeting really is!

Don't ever call a meeting unless you want to do one of two things – reach agreement to take a specific action or share information and discuss that information so that a well-informed decision can eventually be made and a recommended action given to the Board of Directors.

The Agenda should include the topics to be discussed, whether action needs to be taken or not, what reports will be given from members and allow enough time for discussion by the Committee.

Therefore, the Agenda should be a clear, simple list of the business for that meeting of the Committee. And, just like an airline or ship has a start and finish time, so should your Committee members know, in advance, how long the meeting will last and how much time will be needed for each subject being discussed at the meeting. So, include times along with the subjects, as shown in the sample AGENDA at the end of this pamphlet.

Where are we Meeting?

The Agenda must include the place of the meeting. In Egypt, many trade associations have meetings rooms in their office spaces. Trade Association Committees and Boards of Directors usually meet in these rooms. But, do not assume that everyone on your Committee knows

automatically where the meeting will be held. *Tell them by printing or writing or typing this information on the Agenda.*

For very important meetings, when there may be confidential matters that the Committee will want to discuss, we recommend that the Chair host such a meeting at his or her own home. The Committee members will be in a more informal, relaxed setting and will be comfortable sharing their views on confidential or controversial matters before the Committee.

If the Committee wants to have a working dinner, perhaps as a reward for their hard work all year, some Committees will also meet in private dining rooms in hotels or in private rooms in restaurants where they can share and enjoy a meal together while still discussing business and reaching decisions.

The setting, the place where a meeting takes place contributes greatly to the success or failure of the meeting, so think about where your Committee will be most effective. Usually, a conference room at the Association headquarters will suffice for most Committee meetings.

But before each and every meeting, the Chair needs to think about the purpose of the meeting, what the expected or desired results are for the meeting, and where you should meet to contribute to successfully reach your meeting objectives.

When is the Committee Meeting?

Many Standing Committees in trade associations agree in advance to meet on a regular basis, on the same day and at the same time each and every month. This is a highly effective way to ensure that your Committee members know well in advance when the Committee will meet so that they can plan accordingly. The last thing you want to do as Chairman is to be calling 6, 8 or 10 people on your Committee and trying to coordinate a special day and time for each meeting you have. You do not have the time to do this every month.

Even special, or ad-hoc, Committees that are appointed by the Board for specific purposes should, at their very first meeting, agree on a regular, set schedule for their meetings, in advance. This enables all members to discuss what days of the week and time of day are best for them to meet. This helps ensure maximum attendance and participation in the Committee meetings when they finally take place. Everyone on the Committee has agreed, in advance, they can be at the meeting place on a specific day of the week at an agreed upon time.

There will, from time to time, be situations in which an emergency or "ad-hoc" meeting may be needed. Again, the Chairman or Chairwomen needs to think very carefully if there is such a crisis or situation that an emergency meeting is needed. If an emergency meeting is needed, try to set the meeting time early in the morning before members go to work or later in the evening, after members finish work. Why? Because you can be almost 100% sure that whenever an emergency meeting is called, not everyone will be able to come when you want them to come. So, think carefully before calling an emergency meeting or any Committee. And, again, you will be wasting your time and their time by calling and re-calling and confirming and re-confirming a day and time of the day when several people are available to meet. You do not have that kind of time to waste because you are a busy executive. And your association staff certainly do not have that kind of time to waste, either!

Finally, the Committee Meeting AGENDA must state clearly at the top of the page, at what time the meeting will start and at what time the meeting will end. The Committee Meeting is like a journey on an airplane. Before you get on the airplane, you must know at what time the flight departs and at what time it will land. The same is true of Committee meetings. Everyone will expect to know what time the meeting will start and what time it will end. No one will want to come to your meeting unless they know what time your Committee meeting will "take off" and at what time your Committee meeting will "land." So, be sure to take the time to work carefully on your agenda and give enough time to discuss all the important matters you must discuss and for which your Committee must reach decisions at that meeting.

Therefore, we highly recommend that regular times on regular days be set for all Committee meetings. For example, the Finance Committee may decide to meet the first Tuesday evening of every month, from 7:00 – 10:00 PM. The Membership Recruitment and Retention Committee may meet the second Wednesday of every month from 6:00 – 9:00 PM. The Policy Advocacy Committee might meet the third Thursday of every month from 12:00 Noon – 2:00 PM.

Why is the Committee Meeting?

There is nothing more certain to guarantee the success of a meeting than telling the members in advance precisely why the Committee is meeting.

Even though your Committee meets regularly at a specific day and time, each and every meeting that the Committee has must have a reason why the meeting is held.

"Well, we are meeting next week because we always meet the second Tuesday of every month to discuss association business."

This is not a good enough reason to have a meeting.

Why must you meet now? You are probably meeting now because you are analyzing a problem that your association or its members are having and you are trying to solve the problem. And, you are trying to solve the problem within a specific period of time. That is what Committees do!

So, in stating the purpose of the meeting – the "WHAT is this meeting about?" question – be sure to say WHY this meeting is important and WHY the participation of all members is needed at the Committee meeting.

This information can also be easily included in your clear and simple, one-page agenda. For example: "The Finance Committee is meeting to consider a recommendation that annual dues be raised by 20% and a recommendation has to go to the Board of Directors before the end of the month for their action."

Planning an effective and ultimately successful meeting requires that all your Committee members know – in advance - why they are meeting. If they do not know why or they do not realize the significance of THIS meeting, they will be less likely to come and participate and your Committee will not be successful or effective.

Moreover, if there is information that will be presented at the Committee meeting, such as the results of a study or some analysis the Committee asked to be done, this material must be ready well

in advance of the meeting so that it can be distributed in advance of the meeting to all Committee members. This will save time and make the meetings more efficient.

Everyone on the Committee has the responsibility to read any reports or materials passed out ahead of time before they come to and participate in the meeting. If any member has not read the materials or reports prepared for the meeting, this will mean that the meeting will be delayed while the information is explained to those who did not read it. This is an inefficient use of everyone's time. So, please read any materials you receive ahead of time and be prepared to ask intelligent questions and discuss the material according to the AGENDA.

How to Manage Committee Meetings?

The Agenda and any supporting materials have all been sent or delivered to all the Committee members. Everyone knows the meeting is set to start at a specific time at a specific place and what the Committee at this meeting will do. You know who can come and who cannot be present for the meeting. Now what?

Managing or running an effective meeting is one of the most difficult skills to learn, but anyone who wants to do so can learn how to do it! We are going to provide you with some suggestions and guidelines that will help anyone on your Committee become an effective Chairman or Chairwoman, including an Acting Chairman or Chairwoman.

First, everyone on the Committee is responsible for ensuring the success of the work of the Committee and the effectiveness of the Committee meetings. While the Chairperson may lead, moderate or direct the Committee meeting, everyone has a role to play, everyone has responsibilities and everyone should follow the same rules of behavior at Committee meetings.

There are three "Ps" for ensuring that a meeting has a solid foundation on which to build towards effectiveness and success. These three "Ps" apply to everyone on the Committee. Without these building blocks, the meeting will not have a solid foundation.

Be Punctual! Be Polite! And Participate!

Be Punctual!

Everyone coming to the meeting has received the agenda and they know what time the meeting will start. Therefore, it is the responsibility of everyone on that Committee to be on time. Come a few minutes early, so you have the time to greet your friends and colleagues in the trade association and on the Committee. But do not come late. The Committee has a lot of important business to conduct and so meetings must start on time.

If we use one of our analogies, and if we compare the meeting to a train or airplane, the meeting needs to start on time or it will not reach its destination on time. Trains and airplanes do not wait for late passengers and neither should Committees wait for late members. It is the responsibility of the Chair to start the meeting on time. And, if the Chair is late, it is the responsibility of the Deputy Chair or staff Coordinator to start the meeting on time as the Acting Chair for that meeting.

Have you ever gone to the movies, settled into your seat and watched the movie begin? Sometimes the whole plot hinges on the action and dialogue that takes place in the first 5 minutes of the movie.

As you watch the movie, you realize that if you had missed the first 5 minutes of the movie, you would not understand what is happening or why it happens for the next 2 hours of the film.

Yet, as you are sitting there watching the movie, people come in late and sit down next to you. Imagine that the person sitting right next to you is your friend. She or he starts asking you, "What did I miss?" "Who is that?" "What is going on here?" "What has happened so far?"

There is nothing more annoying to someone who has been on time for a movie to be distracted by someone else whispering and asking questions while you, the person who came on time, is trying to follow what is going on up there on the screen.

The same is true for a Committee meeting. If anyone comes late, they disrupt the flow of the meeting and disrupt the attention of the other Committee members. So, if you are late, please come in quietly and try not to disrupt the meeting anything by starting to ask questions. Sit down and listen and you will gradually understand what is going on.

Be Polite!

If you are going to be late to the meeting, please call the Chair and tell the Chair that you are running late and will be there at such and such a time, but please encourage the Committee to start without you.

When you come in to the meeting, be polite and be considerate of all your colleagues on the Committee. The Committee has important business to discuss and does not want to be distracted, so please turn off your mobile telephone.

In one Egyptian trade association meeting, the chairman announced that anyone who did not turn off his or her mobile telephone risked incurring a fine of 50 LE if the mobile phone rang during the meeting. If the person receiving the call answered it in the meeting room, without excusing himself or herself from the meeting, an additional fine of 50 LE would be demanded. The money so collected would go to the association, of course.

We are not recommending that every association start a practice like this. But sometimes such a small fine is necessary to make members realize that the Committee is serious about its work and that everyone has the responsibility to give 100% of their attention to the matters at hand for the whole time of the Committee meeting.

During the meeting, when a matter is being discussed, be polite. Listen to what your colleagues on the Committee have to say. Please do not start talking until the person who is talking finishes what he or she has to say.

Politeness and consideration are contagious!! If you show some courtesy and respect to your colleagues when they are speaking, they will follow your example and do the same when you want to make your point.

Participate!

Everyone on the Committee has the responsibility to give their time and best efforts to make the Committee itself and each meeting of the Committee a success. The Committee can only be truly effective if everyone communicates, shares ideas, makes suggestions and then works together as a

team to reach consensus on a final recommendation for a course of action. As one trade association executive here in Egypt told us, "We really need new ideas from our members just as much as we need them to pay their dues."

Participate in the discussions of the Committee.

But also participate in the work of the Committee, in the follow up actions that need to be taken.

You have volunteered to sit on this Committee but your responsibilities do not begin at the start of the meeting or end at the closure of the meeting. Volunteer for one of the work assignments of the Committee! Participate in the Committee's work so that just a few members of the Committee are not doing the work. You will enjoy the work and you will probably learn something by doing it.

Volunteers around the world always say that the knowledge that they helped their association or organization with a project is the biggest single factor that gives them pride and satisfaction in doing volunteer work. Indeed, it is this sense of ownership, of being a stakeholder in the Committee's work, that makes people good volunteers and keeps them satisfied and wanting to do more volunteer work.

If Committee members do not participate in some of the work, those not participating soon feel less a member of the team, they become less involved in the outcome or results and eventually, they can even become dissatisfied with the results and the Committee itself. The only way to avoid this kind of malaise is for everyone on the Committee to be a productive member of the Committee. So, roll up your sleeves and get busy!

Managing the Meeting

Stay on Track

The Chair of a Committee normally moderates or manages the meetings. This is done using one simple tool – *the AGENDA*.

The Chair must be firm about following the AGENDA and sticking to the time that he or she has allocated for presentation of information or analysis, discussing the information, and building of consensus towards a final decision and recommendation.

Meetings really are like train or airplane rides. *The AGENDA is the map that the Committee must follow in order to reach its destination.* The AGENDA has "stops" along the way, different subjects that will be discussed, but there is an end in sight and a time when the meeting should end.

If the Chair does not adhere to the AGENDA, the meeting will go off-track, eventually the meeting may even get lost, and ultimately never reach its destination nor make all the stops along the way that were planned.

If the Chair allows someone else to take control of the meeting and direct it off-track, that is the equivalent of someone hi-jacking an airplane or a train. What happens after that could be disastrous.

Therefore, it is the responsibility of every Committee member to support the Chair and the efforts of the Chair to keep the meeting on track, according to the AGENDA, and keep to the time allocated.

If new issues arise that are not on the agenda, they must be "tabled" for discussion at the end of the meeting or when it is appropriate to do so. Most Committees allow time at the end of their meetings for "New Business." (See the sample AGENDA attached.) This is the time for bringing up any new business that is not already on the AGENDA.

The Chair must be firm in not allowing the meeting to be steered off course. But the Chair should be flexible enough to allow a point to be made by a committee member; but then the Chair needs to explain politely that because the point being made is not relevant to the topic or subject being discussed, and not on the AGENDA, it will have to be "tabled" or discussed later, until such time during the meeting as is appropriate.

Be a Good Listener but be Firm

In addition to using the AGENDA to manage the meeting, the Chair should also develop good listening skills and leadership skills. Good listening skills involves re-stating what a member has said, in your own words, so you are sure of what has been said. Then summarize what has been said and relate it to the issue at hand.

If the point made by a member is not relevant to the Agenda item under discussion, politely explain that this point will have to wait for further discussion, analysis or amplification at some other point in time during the meeting. Do not judge what has been said as being poorly articulated. Avoid any value judgments of what your members say during the meeting. After all, like you, they are volunteers and they want to be heard.

Encourage and Facilitate Everyone's Participation

Inevitably, every Committee has some members who are more vocal or more comfortable speaking their minds than others. Therefore, it is the responsibility of the Chair to draw these members out by encouraging them to offer an opinion, even by asking each member what he or she thinks of the motion on the table or the information being presented. The Chair must ensure that each and every member has a chance to comment and offer his or her ideas on all Agenda items that are discussed. No one should ever leave a Committee meeting feeling that they were not being listened to by the other Committee members or the Chair. This will weaken the committee and make it less effective.

Summing Up and Putting Matters to a Vote

At some point, the presentation of information will end and it will be time for a discussion. Then, the time for discussion will end and a vote or motion will have to be made. The Chair must take this responsibility to remind the members that time is running out, please be brief and give the Committee one last comment before wrapping the item up. The Chair should then either ask the member making the presentation to make a recommendation, or the Chair may wish to state a recommendation, that will be voted on by the whole Committee.

When making motions it is important to be flexible and clear. The Committee is usually making a recommendation for action to the Board of Directors, so it is very important that the final motion be crystal clear, with no ambiguity at all. Such as, "The Finance Committee votes in favor of raising the annual member dues for all members by 20% to begin on January 1, 2001, and recommends that the Board of Directors implement this decision accordingly." This is clear and unambiguous.

Consensus and Dissent

Every Committee should strive to achieve consensus in its decisions and recommendations. However, based on years of experience in this business, we know that while consensus is highly desirable, consensus is not easy to achieve. Intelligent people can have very different opinions about what the nature of the problem or issue facing the Association really is and how best to solve those problems or address those issues. Therefore, it is important for the Committee to realize that consensus will not always be achievable. Still, this is a worthwhile objective towards which to strive because it helps maintain teamwork, cooperation and good will among members.

Good listening skills are extremely important when trying to build consensus. Human resource development specialists have written volumes of books on these skills and how to develop them, so we will not try to duplicate that knowledge or information here. We will just repeat that anyone who wants to do so can learn to become an effective listener. The first step is to really listen to what is being said – the words – as well as the tone in which it is being said. Look for the emotions that may underlie the point of view of the person speaking. Then, after the speaker finishes, sum up, in your own words, using neutral or objective terminology, what you just heard the speaker state was his or her opinion or concern about the issue being discussed or the recommendation being made. Be sure you have grasped the point of that committee member before you move on to the next speaker or item of discussion.

Good people skills are very important in guiding the Committee or leading the Committee to complete its work. Members of the Committee should want to know and understand what their colleagues are thinking about and – to the greatest extent possible – address any concerns accordingly.

However, ultimately decisions have to be made and recommendations given to the Board of Directors. Thus, it is better to reach a decision that is supported by the majority of the members of the Committee than not to take any decision because the Committee cannot find a way to address one or two concerns of a few Committee members. As a Committee, one cannot afford the inaction that comes from not making decisions. This will paralyze the Committee, no decisions will be made and, as a result, nothing will get done. This will eventually kill the effectiveness of the Committee.

The Chair should recognize that some members might have legitimate concerns, legitimate issues that unfortunately cannot be met. The Chair should be able to explain that the Committee needs to recommend a course of action or decision to the Board and, therefore, a vote has to be taken and recommendation made. The Chair should also note, though, that the Minutes will reflect the dissenting votes and why a few members dissent.

Finally, recognize the hard work being done by all the volunteer committee members. Volunteers rarely get tired of hearing the words, "Thank you." Indeed, the three most important words in the English language are "Please" and "Thank you." With these words, you can persuade your volunteers to do more and convince them that you appreciate all their efforts on behalf of the association and its Committee.

Managing the Next Meeting – The Minutes

One of the most important roles on any Committee and in any meeting, for that matter, is to be the committee member responsible for *taking the Minutes of that meeting*. *Most Committee will delegate that responsibility to someone on a regular basis*. Many associations delegate the Secretarial responsibilities to an association staff person who is a member of the Committee. This

way, the association staff person will be responsible for maintaining the records of the work and meetings of the association Committee and these can be maintained in the trade association files along with other records of association business.

The Minutes ultimately become the written record of the Committee meeting and will be consulted in the future by the Committee when questions arise about what was discussed and what was agreed to by the Committee. Thus, it is extremely important that the person who records the Minutes be a very good listener, as well as someone who can sum up what has been said by whom in a few key sentences, if so asked during the meeting.

If you are the Secretary for the Committee, you should try to relax and not worry about trying to be a human tape recorder. Even professional secretaries or court transcription secretaries can take dictation for only so long before they must rest. The most important role of the secretary of the Committee is to have the agenda, know who is speaking, be able to sum up and record in a brief but accurate way their comments and concerns and, most of all, to be able to record accurately the results of all final decisions, recommendations and assignments agreed to by the Committee.

In addition, if any issue is raised that is "tabled" for discussion later, it is important that the Secretary of the Committee note this and then bring it back up again at the appropriate time in the meeting if the original committee member does not bring the matter up again.

The Secretary thus becomes a kind of facilitator, helping everyone else know where the Committee is in terms of progress against the agenda. The secretary can help the Chair keep track of the time and point out, for example, that there are only 10 more minutes left for discussion before a vote must be taken on the issue or item under consideration.

The Secretary will keep a permanent file or folder of all Committee meeting minutes because members will – from time to time – raise questions about previous meetings, previous assignments, and previous decisions taken by the Committee.

During the Committee meeting, the Secretary should, from time to time, be sure to ask for clarifications if there is any motion made, decision taken, recommendation made or assignment taken on by a member, that needs to be clear and comprehensible. The Secretary should have the most clear and objective record of what was said and agreed to as well as any dissent from, decisions taken recorded in the Minutes of the Committee Meeting.

After the meeting ends, the Secretary must be sure to have the minutes typed up in a clear, easy to read format. Then, the Secretary should send out the Minutes to everyone, especially highlighting any work assignments that were made or actions that Committee members agreed to complete in time for the next meeting. This is an important aspect of good Committee communications. You do not want anyone coming to the next meeting and saying that they "forgot to do something" that they had agreed to do during the meeting. The Minutes of the meeting are your Committee record of who will do what for whom, and by what date.

These Minutes then will be the basis for and help generate the AGENDA for the next meeting. The Minutes will indicate what remains of unfinished business, what – if any - motions were tabled, what – if any - decisions were postponed because further analysis was needed, and so forth. These will comprise the AGENDA for the next meeting as well as any regular business that the Committee normally reviews and discusses.

Without these Minutes, there can be disagreement among members about what decisions were reached, who would carry the actions out, when the action would be done, and so forth.

And yet, anyone recording Minutes at a meeting can make an error. *That is why the first order of business at the next Committee meeting is to approve the Minutes of the previous meeting.* If there are any corrections to make to any record of what happened and was agreed upon at the previous Committee meeting, this is immediately rectified at the start of the current meeting. This is done because each meeting is a building block for that Committee. And, there must be agreement among members that the Minutes are correct and are an accurate representation of what was said and done. This then gives the Committee a sound foundation and agreement with which to start the current meeting. These Minutes function as building blocks for the Committee because it helps build consensus on what the Committee has discussed, agreed and done.

Normally, the Minutes of Committee meetings will be kept only for members of the Committee to read. Rarely are such minutes ever sent to the Board of Directors or members of the trade association. *However, the Board member who sits on the association Committee will be grateful to have those minutes in time for the next Board of Directors meetings.* No doubt, one of the duties of Board members at Board meetings is to report back to the Board on what their Committee is doing. Having Minutes available in a timely fashion will help the Chair represent the work of the Committee better.

Decisions taken by Committees, recommendations made to the Board by Committees, research or analysis done by Committees should all be reported back to the Board and also reported to the Members. *Usually, the best forum to reporting Committee work to members is through the trade association newsletter.* Such reports can be brief, clear and to the point. While the reporting should note what has been done, because of delays from the time of the Meeting to the time of issue of the trade association newsletter, *we also recommend that the news report on the Committee give mention to what the Committee will be doing as well as to what it has done.* Members want to know what is going to be done in the future for them as well as what has been done already.

ATTACHMENT: SAMPLE AGENDA

**The Grocers Manufacturers Association (GMA)
Finance Committee Meeting**

**Tuesday, July 11, 2000
7:00 – 9:00 PM at the GMA offices
1010 Wisconsin Ave NW
9th Floor, Suite 900 – Conference Room
Washington DC**

The purpose of this meeting is to discuss the mid-year financial review and take actions to generate more revenue for the GMA in order to strengthen our financial position.

**7:00 PM - Minutes of the Meeting of Tuesday, June 13, 2000 – Secretary of Committee
Amendments to the Minutes
Approval of the Minutes**

**7:05 PM - Presentation of GMA financial status – Board Treasurer
Bank accounts, expenditures and revenue generated as of June 30th
Results: GMA is 5% below the target for revenue generation for mid-year review**

**7: 20 PM - Presentation of the Results of a Study – Mr. Roger Wonderful
Analysis of the Members Dues for Other Industry Associations
30 associations surveyed
Results: GMA is in the bottom 50% in terms of dues charged to members
Discussion of results of survey
Motion: should the GMA raise its dues for 2001 to fund more programs for member?
Discussion of motion
Call to Vote**

**7:50 PM - Presentation of Mobile Phones Member Discount offers – Ms. Sally Smiling
Current mobile phone package available to GMA members
Prospective advantages and disadvantages of new offer
Motion: which offer should GMA accept?
Discussion of motion
Call to Vote**

**8:10 PM - Presentation of the Banking relationship with CRESTAR Bank – Board Treasurer
Current banking services offered to GMA and costs to GMA versus fees generated
Motion: should GMA seek better terms for its banking services from competitor banks?
Discussion of motion
Call to Vote**

**8:30 PM - Resignation of Treasurer – Board Treasurer
Discussion of Next Steps for GMA to recruit Treasurer
Recommendation to Executive Director and Board of Directors**

8:45 PM - New Business

9:00 PM – Adjournment

مشروع تطوير الأعمال
الزراعية الموجهة للتصدير

بدعم صلات الأغبية للمصنعة

تعزير فعالية
لجان جمعيات
الأعمال: الخطوات
الإرشادية، وسياسات
إدارة اللجان
وإجتماعاتها

٢٥ يونيو ٢٠٠٠

مشروع مدعوم من وكالة
للتنمية الأمريكية
عقد # ٢٦٦-٢٦٤.

أعدت بواسطة فريق دعم
جمعيات الأعمال
التجارية والخدمات:

د. توماس هيرليهي
د. محمد جمعة
د. جلين باترسون
مدام سوزان راشد

مشروع تطوير الأعمال الزراعية للتصدير

ALEB

تعزير فعالية لجان

جمعيات الأعمال:

الخطوات الإرشادية

وسياسات

إدارة اللجان و إجتماعاتها

لجان جمعيات الأصيل

تتم إدارة جمعيات الأصيل التجارية والصناعية بواسطة مجلس إدارة تطوعي. و يتم تأسيس اللجان للمساعدة في إدارة تلك الجمعيات. وإذا لم يكن ممثلي مجلس الإدارة بالمحل المدير الجمعية، فإن لجان الجمعية يمكن تمثيلها بأعضاء جسم الجمعية التي تؤدي الوظائف المختلفة التي تحتاجها الجمعية ويقرر مجلس الإدارة أدائها. ولا يتم تشكيل اللجان عموماً لدراسة الشكايات الشائعة بجمعيات أخرى، ولكنه يتم فقط عند الحاجة لتحقيق أغراض محددة.

أغراض إنشاء اللجان

تتم أصلاً الجمعيات أساساً بالإعتماد على اللجان المكونة من أعضاء الجمعية، وذلك لسببين. الأول، هو أن الموارد المالية المتاحة للجمعيات عادة ما تقتصر عن تمويل أمور جهازية وإدارية تدير على أداء أصلاً الجمعية بالكامل. والسبب الثاني، هو أن الجمعيات الطوعية - على العكس من غيرها من المنظمات الربحية - إنما تقوم أساساً على العمل التطوعي لأعضائها الراغبين في تحقيق إشباع نفسي من العمل الجماعي. ويقتصر دور الجهاز الفني والإداري للجمعيات على أصلاً التصديق بصفة أساسية. وطولياً، فإن لجان الجمعيات تمثل تجمعات فرعية للأعضاء تنشأ لأداء وتقديم الخدمات المعنية لهم، هذا بالإضافة إلى أن هذه اللجان تزود القادة المستقبليين من أعضائها بفرص تدريبية هامة. وتكون لجان بمثابة السلطة التنفيذية الفعالة للجمعية الطوعية، فهي تؤكد مشاركة المجموعات في حل المشكلات، وتؤدي حالات نفسية تتعرض فيها للاهتمامات المحددة الموجودة في الجمعية، وتقوم بإدخال الأنشطة اللازمة لتزويد الأعضاء بالخدمات الجماعية المعنية التي يحتاجهم للانضمام إلى جمعية معينة.

أنواع وتأسيس اللجان

يوجد نوعان من اللجان : لجان دائمة، ولجان مؤقتة. وأهم اللجان الدائمة هي اللجنة التنفيذية، وهي اللجنة الوحيدة المشارة إليها في النظام الأساسي للجمعيات في مصر. ويكون اللجنة التنفيذية عضوية خالصة ومهمتها عمل مستمرة من عام لآخر. وتظم لمانتين ٨١، ٨٢ من اللائحة التنفيذية للقانون رقم ١٥٢ لسنة ١٩٩٩ تشكيل وإختصاصات ونظام عمل هذه اللجنة. حيث تشكل اللجنة من رئيس ومجلس الإدارة أو نائبة وأمين الصندوق والأمين العام ومن يختاره مجلس الإدارة من بين أعضاء الجمعية بحيث لا يزيد عدد أعضاء اللجنة عن خمسة أعضاء. وتختص اللجنة بكل أو بعض إختصاصات مجلس الإدارة. وتجتمع هذه اللجنة مرة شهرياً على الأقل، ويكون إجتماعها صحبها متى حضره ثلاثة أعضاء على الأقل من بينهم الرئيس أو نائبة وأمين الصندوق. وتكون قرارات اللجنة في سجل خاص، وتعرض القرارات على مجلس الإدارة للتصديق عليها في أول إجتماع تال له. أما بالنسبة للجان الدائمة الأخرى فيترك تحديدها لمجلس الإدارة. والشارع من هذه اللجان على وجه الخصوص لجنتي العضوية، وزيادة الموارد. وتتولى اللجان الدائمة إجمالاً القيام بمهام طويلة المدى و الاضطلاع بالأصلاً الإدارية الميدانية للجمعية. أما فرق العمل و اللجان المؤقتة الأخرى فوتم تكوينها للقيام بمهام محددة توكل إليها، ولا تستمر هذه اللجان إلا لفترة محدودة تنتهي بإنتهائها من أدائها. وترفع جميع اللجان توصياتها لمجلس الإدارة.

غرض وأهداف للجنة

و أهم ما ينبغي للتركيز عليه من هذه القواعد الأساسية غرض وأهداف اللجنة، وكيف ستحقق تلك الأهداف؟ وبعد النجاح في ذلك بمثابة حجر الزاوية لنجاح اللجنة ذاتها.
لكن من الصعب تحقيق تلك الأهداف دون معرفة أين ومتى وكيف يمكن تحقيق هذه الأهداف.
و يمكن لأي لجنة أن تبدأ في وضع رؤيتها وخطةها الواضحة عن طريق الإجابة على تلك الأسئلة:



- ما غرض ورسالة تواجد اللجنة؟ وما علاقة ذلك بغرض ورسالة الجمعية ككل؟
- ما هي الأهداف والمهام التي ستضطلع بها؟ وما علاقة ذلك بأهداف الجمعية ككل؟
- ماهي المسؤوليات أو الأدوار التي تستهدف تحقيقها؟
- ما هو جدولها الزمني؟
- ما هو توزيع أصالتها بين الأعضاء؟
- كيف ترتبط اللجنة بالجمعية؟
- كيف تكمل بالآخرين؟

و حينما تفهم اللجنة أغراضها وأهدافها. يجب الإجابة على هذا السؤال: ما الذي نحتاجه لتحقيق أغراضها؟ إن القوة المتمثلة في رؤيتها والمشاركة النشطة لأعضائها سوف تكون هي حجر الزاوية، بمعنى أن القيادة السليمة للرئيس و الفريق العمل المكون من أعضاء اللجنة سوف تحقق اللجنة النجاح. و ينبغي توفير المعلومات لتسهيل مهام اللجنة.

فينبغي أولاً تعريف الأعضاء باللجنة: من الضروري أن يعرف كل فرد أغراض اللجنة و مسؤولياتها. وبعد ذلك، ينبغي تحديد أنواع العمل لدفع اللجنة: من المسؤول عن كل مهمة من مهام اللجنة ومن المسؤول عن صيانة الاتصالات؟ و يجب وضع الوصف التفصيلي للمهام و تحديد المسؤوليات و الإجراءات الواجب إتباعها. و هذا الأمر لا يوضح للمهام نصب، بل يحدد للمسؤوليات و المهارات المطلوبة لكل فرد أيضاً بحيث يتم وضع عضو اللجنة المناسب في مكانه الصحيح.



تصميم خطة عمل للجنة

من أهم وسائل إيصال المعلومات بالنسبة للجنة تصميم خطة عمل اللجنة تكون بمثابة دليل إرشادي للأصل الداخلي للجنة. و تشمل الخطة على بعض المعلومات مثل بيان رسالته و غرض اللجنة، وأهدافها، و مهامها، و وصف المهام، و توزيع العمل زمنياً وبين الأفراد، و ما إلى ذلك. و يجب استخدام هذا الدليل لوضع إطار عمل للجنة و الإتصال بالجمعية. إن المسائل الأساسية في العمل الجيد للنجاح يتمثل في مشاركة المعلومات، والذي يمكن أن يبدأ بـ "خطة العمل"، و يستخدم هذه الخطة لتبادل المعلومات داخلياً و خارجياً. و يدرس ذلك حلقه إتصال بين أعضاء اللجنة و بين رئيس اللجنة و أعضائها، و بين اللجنة و مجموعة الموظفين التنفيذيين. إن سياسة الاتصالات الواضحة المذكورة ترسي دعائم النجاح و توطئه.

إثارة إهتمام الأعضاء

يكون من المتوقع من أعضاء اللجنة المشاركة في أنشطتها بحضور الاجتماعات، و أداء الأعمال المطلوبة، سواء بواسطة الهاتف و الاتصالات الكتلية أو بالحضور الشخصي. وتتشط مشاركة الأعضاء في أنشطة اللجنة من خلال تصويم العمل الواضح والمتكافئ بين الأعضاء، ومن تفويض السلطات لهم، ومن خلال تقدير إنجازاتهم والإعتراف بها.

تفويض السلطات لأعضاء اللجنة

إن صلية توفير المعلومات و مشاركتها يرسي حجر الأساس لتفويض السلطات لأعضاء اللجنة. إن معرفة ما هو متوقع من كل عضو و إطلاق كل فرد على أغراض اللجنة و مهامها، والأثقاق على مسؤوليات كل عضو يزيد المواقف التي تتميز بالصلية صنع القرار. إن التفهم الجيد لما قد يقوم أو ينبغي أن يقوم أو سيقوم به العضو يرسي موارد الأداء الأساسي والتوجه الخاص بالنجاح.

الإتصال والتقدير

إن الإتصال الواضح يمكن الأعضاء من تكويم و مشاركة بعضهم البعض فيما يتفق بأدوارهم. و تلك الاتصالات الواضحة تسمح للأعضاء بالتعرف على بعضهم البعض، وتقدير القدرات الفردية مما يساعد على تكويم أعضاء اللجنة. كما تمكن الجمعية و اللجنة أيضاً من إحداث التوافق بين أنشطتهما.

تقدير الإنجازات و الإعتراف بها

ينبغي على اللجنة أن تقدر إنجازات الأعضاء، كما أن على الجمعية أن تقدر كذلك إنجازات اللجنة. فمن طريق تشجيع جهود اللجنة ذاتها و تقديرها، فإن نشاط اللجنة وإتزامها سيتجدد و يتم كفعالية، و إن يوجد سجل سوى لتقديم للأعمال.



و بالمثل، ينبغي على رؤوس اللجنة أن يقدر جهود أعضاء اللجنة و يشجعها. و هناك حدة وسائل بسيطة لتقديم ذلك. فالجمعية من ناليتها قد يمكنها تقديم 'جائزة لأحسن لجنة في العلم' في الاجتماع السنوي لها، ويمكن لرؤوس اللجنة من ناليتها أن يقدم بالشكر لأمم المجموعة لأحسن عمل تم إنجازه لهذا العلم أو يقوم بتقدير لعد الأعضاء بإعتباره أكثر عضو من أعضاء اللجنة مشاركته و عطاء لهذا العلم.

مسؤولية اللجنة وإتصالاتها

بالإضافة إلى تولم اللجنة بالمهام التي تحددها مجال أنشطتها، يجوز لرؤوس اللجنة أن يحدد اللجنة بعمل معين. و يتحصل الرئيس و ممثل الجهاز التنفيذي باللجنة مسؤولية تركيز اللجنة على المهام المعبونة إليها و إستغلالها للخطة الإستراتيجية للجمعية. وتكون اللجان مسؤولة مباشرة أمام مجلس الإدارة من خلال الجهاز التنفيذي أو ممثل مجلس الإدارة باللجنة لو وجد. و قد لا تقترن إدارة الجمعيات بمصروفات اللجنة كما قد لا تعبر اللجنة عن آرائها أو مواقفها باسم الجمعية إلا إذا تم تفويضها بذلك من قبل المجلس أو الجهاز التنفيذي. و يجب على اللجان، عند عرض برنامج أو نشاط معين قد يتطلب مصروفات، تقديم بوصف البرنامج و الميزانية لمسئول الجهاز التنفيذي لإدراجها في الميزانية و الحصول على موافقة المجلس.

ويستولى رئيس اللجنة و ممثل الجهاز التنفيذي بها مسئولية إبلاغ القيادة والجهاز التنفيذي بأنشطة اللجنة. و من المتوقع تقديم تقرير كتابي ربع سنوي لمجلس الإدارة يتضمن الأهداف و الإنجازات. كما يتوقع في نهاية كل عام، من رئيس اللجنة و ممثل الجهاز التنفيذي تقديم التوصيات اللازمة لرئيس مجلس إدارة الجمعية فيما يتعلق بالعمل المستقبلي للجنة.

المراجعة و التقييم

يوجد تشابه اخر بين اللجنة و الشركة، وهو الحاجة إلى المراجعة الدورية أو التقييم الدوري لأداء اللجنة، و ما إذا كانت اللجنة قد ركزت على أهدافها؟ هل كانت اللجنة بإنجاز كافة المهام والمشروعات في الزمن المحدد لها؟ هل أتت المشروعات من نتائج جيدة؟ و إن لم يكن الأمر كذلك، لماذا؟ و هل ينبغي بذل أية جهود أخرى؟ أو إجراء تعديل في الأهداف و المهام ذاتها أو كيف يمكن الحفاظ على مستوى النجاح أو زيادته؟

وإجمالاً، فإنه ينبغي أن يكون للجنة مهمة واضحة، و أن تعين الأعضاء المناسبين في وظائفهم الملائمة، و تفويضهم في السلطات اللازمة. و ينبغي أن يتم تبادل المعلومات في اللجنة و توفيرها لأعضاء اللجنة و الخارجيين عنها.

جارى إستكمال الترجمة