

*Welcome into the
fold; So You're
the Chapter
Chairperson Now!*

What Happens Next?

**Chairperson's Leadership /
Orientation Guide**

December 2016



INTRODUCTION

Service on a CSC Chapter is an honour that deserves peer recognition by CSC members. It is also a significant responsibility and requires some time commitment. The Chapter is happy to have you on board and looks forward to working with you.

This Chairperson's Leadership / Orientation Guide has been developed to function as a useful information package for new and returning Chapter Executive Members. As an adjunct to the Administrative Manual, the Guide is intended to provide practical information on specific and generalized leadership qualities to both assist the Chapter Chairperson and the Chapter, in general, to realize their overall potential. The Guide describes, in simplified form, the organization of a Chapter of the CSC.

CSC - The Organization

The Association is comprised of a general membership from fifteen chapters across Canada, a few members at large, and it is governed by a Board of Directors. The Board of Directors is comprised of the Executive Council and Chapter Directors; one director from each Chapter and the Association Registrar.

CSC is a national multidisciplinary, non-profit association with chapters across Canada. CSC is committed to delivering progressive education, certification, publications and professional networking opportunities for the design + construction community

Chapter Executive

Congratulations! You are now part of the CSC Chapter Executive, dedicated to serving our members and those in the construction industry. The Chapter Executive is typically comprised of the following positions. The Chapter size will dictate the number of positions.

1. Chapter Chairperson
2. Chapter Vice Chairperson
3. Chapter Director
4. Education Certification Officer
5. Officer Specification Writer
6. Other Officers – Optional (see Administration Manual)
7. Appointees:
 - .1 Secretary
 - .2 Treasurer
 - .3 Membership
 - .4 Technical
 - .5 Program
 - .6 Telephone
 - .7 Newsletter Editor
 - .8 Marketing

Leadership at the Chapter Level

- .1 As a leader at the Chapter level, it is very important to facilitate and coordinate Chapter activities. You will oversee a group of individuals who will be charged to complete Chapter specific tasks.
- .2 A successful leader will attempt to have all of the members of the group involved in and *buy into* the decisions that will affect them. "Bottoms up" is a good rule (see graph attached). Effective leaders *listen* to the wishes of the group.
- .3 CSC leadership should aspire to be a combination of the evaluative and participative styles; that is, one should listen to all participants, share their view points, ensure they stay on course during the discussion period and ensure that they have the final say with an evaluation based on the overview of the points brought forth by the participants.
- .4 Communication is a major component in the Chapter's activities. It is imperative that notification about meetings, technical seminars, and social gatherings are properly distributed to the Chapter Members. Remember – "Communication is the life blood of the Chapter".
- .5 Mentoring is a valuable tool in both private and public practice and in voluntary associations like CSC. In your role as Chapter Chairperson there are going to be queries, anxious moments, etc. but, rest assured, help is nearby. Your Chapter Director has direct liaison with the Association office manned by a professional staff who will assist in any aspect of Chapter management.
- .6 In order to be a reliable and competent resource to the construction industry, the Chapter Leadership has to ensure that they conduct business, on behalf of the Association, in a responsible manner.
- .7 The Chapter Executive is to utilize the possibility of setting and reaching objectives through coordinated efforts of one's team as well as other resources in the Association.
- .8 The Association's website contains the latest Administration Manual; all the rules, directives and regulations of the Association. The Administration Manual is based on years of trusted experience and is the foundation on which CSC was built. Use it.
- .9 The Executive Council updates its strategic planning annually. The Directors convey the new objectives to the Chapter. This way the members know exactly what needs to be done and may apply actions needed to meet these objectives.

Leadership of the Chapter Chairperson:

- .1 The Chapter Chairperson is responsible for the well-being of the Chapter. It does not mean you have to do everything yourself. The leader's responsibility consists of coordinating and facilitating the Chapter Executive; for instance, by delegating a telephone committee for an upcoming event and checking with the committee chair a few days ahead that it has been followed through.
- .2 Being organized and prepared is important. The Chairperson is looked to for leadership; the Chairperson should not be making decisions. Often during a meeting situation, the Chairperson does not vote unless there is a tie. Ensure you are familiar with the agenda and activities of your Chapter.

- .3 A good leader has the patience to answer questions to ensure all participants are involved during the meetings, and to take time to ensure all the participants are aware of the issues. A good motto to follow; "There are no stupid questions, only the one that wasn't asked."
- .4 Be loyal and responsive to the group for which you are responsible. Keep in touch with your executive - when you show interest, you receive interest.
- .5 One of the most important aspects of the Chairperson's role is to recognize and ensure that there is a succession plan in place. When the executive is formed it is typically for a two year term. During this period, there may be an individual that may stand out as having natural leadership qualities or the passion and desire to learn. The intent is to capitalize on this and encourage the individual to become more involved with the Chapter.

Helpful Hints for the Chapter Executive

- .1 Know your job: Learn and understand the principles and problems of the work of your committee members to ensure they are doing their work properly.
- .2 Know your Strengths: Be enthusiastic and hone your strengths. Look for strengths in your fellow committee members and use them for the Chapter's benefit.
- .3 Encourage Chapter members to become involved, sit on committees etc., assist the Chapter.
- .4 As a Chapter Executive member, ensure the Executive sees your involvement - do last minute checks on various activities within your Chapter. For example, at Chapter Executive meetings, ensure your Committee members are ready with their report; sometimes a phone call is all that is needed to ensure the meeting is running smooth and efficiently.
- .5 Communication is a key in any organization. Meeting minutes should be forwarded to all participants and, if required, follow-up contact should be made for any issues that are outstanding and require immediate attention.
- .6 Know your Chapter, committees and members. There maybe expertise or an interest that an individual possess that may be useful. For example, a person with great organizational skills may be suitable for hosting fundraising events, or a good technical mind may be suitable for the Program Chairperson.
- .7 Develop a leadership legacy. Look for those in your Chapter who can succeed you. Pass on the lessons you have learned.
- .8 Make sound decisions. There may be difficult decisions to be made, but there are many people to turn to in the Association. Through your Chapter Director, the Association office is more than willing to assist in any major Chapter business.
- .9 Train your Committee members to work as a team. Encourage and guide, make sure the workload is distributed evenly. Remember, all members are volunteers, and the majority have obligations beyond CSC. A leader should monitor all activities with regards to timelines, communications, etc.
- .10 Keep your Committee informed. When everyone knows what is happening within the Chapter, morale is high, as members then have a sense of ownership.

Orientation Guide

.1 Chapter Chairperson

- .1 Be the chief Executive Officer of the Chapter and to facilitate and coordinate its affairs.
- .2 Preside at meetings of:
 - .1 Chapter Executive
 - .2 Chapter Meetings
 - .3 Chapter Annual Meeting
- .3 Know the Association by-laws.
- .4 Ensure meetings are conducted in accordance with Bourinot's Rules of Order.
- .5 Understand the workings of the Association's administrative structure.
- .6 Understand the Chapter administration, plan Executive meetings once every two months as a minimum, monthly is preferred.
- .7 Develop a program for the upcoming year, commencing in September and terminating in June. The program should be finalized in a form for the Chapter Director to present at the fall session of the Board of Directors.
- .8 Be responsible for keeping the Committee Chairpersons and the individual members actively participating in the organization, ensuring their responsibilities are progressing as expected.
- .9 Prepare an agenda for all Chapter dinners and Executive meetings.
- .10 Be responsible for ensuring all awards and recognitions are recorded and passed on to the Chapter Director for distribution to the Association office.
- .11 Recommend prospective persons for various appointments and assist in nomination call for Chapter Executive and submit recommendations to the Executive for ratification.
- .12 Maintain close liaison with the Chapter Director so that corporation policies and new programs are presented to members.
- .13 Ensure that communication between the Chapter Executive and the Chapter members is ongoing about various activities of the chapter.
- .14 Ensure that chapter communications (e.g. the website and newsletter) are updated and issued on a regular basis.
- .15 Ensure financial budget is maintained.
- .16 Welcome new members to the Chapter, preferably at a Chapter function in some formal manner.

.2 **Chapter Vice-Chairperson:**

- .1 Assist when requested to do so by the Chairperson.
- .2 Be as familiar as the Chairperson with all activities.

.3 **Chapter Director:**

- .1 Refer to separate document: “So You’re the New Chapter Director Now!”

.4 **Officer- Specification Writer:**

- .1 Promote the use of CSC documents and formats to encourage uniform, clear and concise specifications.
- .2 Advise the Executive.
- .3 Co-ordinate activities with Professional Developments Education Committee.
- .4 Liaise with the local Construction Association.
- .5 Keep finger on the pulse of new industry documentation such as CCDC, latest Building Codes, etc.
- .6 Liaise with the RSW Subcommittee for updates and activities that promote the CSC quality of specification writing and language.

.5 **Other Officers - (Optional depending on Chapter size):**

Architectural
Engineering
Interiors
Landscaping
Facility/Plant Manager
General Contractor
Trade Contractor
Manufacturer/Supplier

- .1 Communicate all activities with other Committee Chairpersons and keep Chapter Executive informed.
- .2 Promote the use of CSC documents, formats and attendance at Chapter events.
- .3 Advise the Executive of:
 - .1 Meetings, seminars, etc. relevant to CSC activities.
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 - .1 Meetings, seminars, etc. relevant to CSC activities.
 - .2 Areas of concern of procedures in conflict with CSC policy that require review and clarification by the Corporation and/or Chapter.

.6 **Education/Certification Officer:**

- .1 Coordinate the Education and Certification courses run at the Chapter level with the Association office.
- .2 Arrange for an instructor and a venue in which to conduct the course.
- .3 Ensure up to date information is available for the Education/Certification course students.
- .4 Maintain a roster of streams of RSW, CTR, CSP and CCCA members of the Chapter.
- .5 Assist the Program Chairperson for any necessary assistance in providing technical programs.
- .6 Promote an understanding of the Educational/Certification program throughout the industry. Encourage Chapter members to qualify as a Registered Specification Writer, Certified Technical Representatives and Certified Construction Contract Administrators.
- .7 Liaise with colleges and universities to establish appropriate curricula related to the aims of the Association.

.7 **Appointees:**

.1 **Secretary:**

- .1 Maintain permanent files of correspondence and minutes of meetings.
- .2 Record and distribute Chapter Executive meeting minutes promptly.
- .3 Ensure all records are passed on to successor.

.2 **Treasurer:**

- .1 Have custody of the funds of the Chapter.
- .2 Ensure that the account is endorsed by two signatures: the Treasurer and the Chapter Chairperson.
- .3 The Chapter's fiscal year to correspond with the "Association Year End". Present report to the membership at the Chapter's Annual General Meeting.
- .4 Maintain accurate bookkeeping, with proper distribution to various accounts. Maintain contact with the Association's Treasurer.
- .5 Ensure reports are completed for the Spring and Fall Board of Directors meetings with the proper exhibits attached.
 - .1 Fall Board Meeting: Exhibit D and E
(refer to the document, "So You're The New Director")
 - .2 Spring Board Meeting: Exhibit A, B and C
(refer to the document, "So You're The New Director")

- .6 Pay invoices on/or before due date. Chapter Executive approval is required for expenditures not provided for in the budget.
 - .7 Review with the Chapter Executive the issue of Rebates, whether to be retained by the Chapter or passed on the Association Office.
 - .8 Coordinate with Membership Chairperson accurate, paid- up membership roster and mailing list.
 - .9 Prepare and submit annual budget to the Chapter Executive for approval prior to the Chapter Annual General Meeting.
 - .10 Arrange for the independent audit of all accounts at the end of the fiscal period. This may be done by Association members who are not part of the Chapter Executive.
 - .11 Ensure a succession plan is in place to provide continuity when new personnel are installed.
- .3 Membership:
- .1 Ensure ‘membership packages’ from the Association are on hand to distribute to prospective members.
 - .2 Assist any prospective member in application to become full member status, and liaise with the Association office if necessary.
 - .3 Recognize member activities by acknowledgement in ‘Notice of Meeting’ mailing, and personal congratulations. Make sure new member is properly introduced at Chapter meetings.
 - .4 Provide a ‘Greeter’ for guests and members attending monthly Chapter meetings, and provide promotional material to guests and follow up.
 - .5 Keep up to date with all pertinent information about members.
 - .6 Amend mailing list, as required on a periodic basis.
 - .7 Maintain lists, to include:
 - .1 Members;
 - .2 Selected Construction Building Associations;
 - .3 Selected Architectural/Engineering offices; and
 - .4 Non-member organizations.
 - .8 Have supply of ‘Association’ name badges available at meetings.
 - .9 Provide current membership list monthly to the Specifier editor.

.4 Technical:

- .1 Promote sale and use of Association technical documents.
- .2 Encourage preparation of technical papers for review and publication in the Chapter newsletter and/or website.
- .3 Liaise with other Associations with issues regarding Technical Studies/Information Sessions, ensuring awareness of what CSC offers.
- .4 Ensure technical programs offered by CSC have 'core credit' by Associations requiring same.
- .5 Liaise with the Program Director for technical topics for the Chapter meetings.

.5 Program:

- .1 Plan programs for Chapter meetings in advance of the program year (Sept to June).
- .2 Review activities of other Chapters.
- .3 Make necessary meeting arrangements for:
 - .1 Location
 - .2 Room Size
 - .3 Menu
 - .4 Audio/Visual display requirements
 - .5 Projectors
 - .6 Microphones
 - .7 Question discussion period after presentation
- .4 Obtain and maintain file copies of prepared talks.
- .5 Be host to speakers:
 - .1 Introduce to members;
 - .2 Arrange for "thank you" and/or small gift of appreciation;
 - .3 Prepare, mail and/or coordinate with newsletter editor Notice of Meeting containing:
 - .1 Date
 - .2 Location
 - .3 Time
 - .4 Subject
 - .5 Speakers or panel
 - .6 "Teaser" of subject content
 - .7 Meeting fee
 - .8 Cost of meal
- .6 Prepare meeting report minutes and submit to Chapter Executive.

.6 Newsletter Editor:

- .1 Edit and publish Chapter Specifier so as to inform members of the activities of the Association and Chapter. Publish one Specifier for each month of a Chapter meeting.
- .2 Ensure the following disclaimer is included in each Chapter Specifier:
"The opinions and comments expressed by the authors do not necessarily reflect the official views of Construction Specifications Canada. Also, appearance of advertisements and new product or service information does not constitute an endorsement of products or services featured."
- .3 Obtain accurate and current Chapter mailing list from the Membership officer. Include potential members on Specifier mailing list.
- .4 Obtain Chapter meeting details from Program officer and publish prior to Chapter meetings identifying date, location, time, subject, speakers or panel, brief description of subject content, and cost of meal.
- .5 Obtain report for each issue of Specifier from each of the elected and appointed Chapter officers.
- .6 Promote programs and services of the Association, including the National Conference as well as the Chapter and National Annual General Meeting.
- .7 Maintain mailing list of business card advertisers for the Specifier and solicit advertising. Coordinate invoicing for business card ads with the Treasurer.
- .8 Publish notices of Chapter nominations and publish Chapter election results requested by Chapter Executive Committee.
- .9 Prepare Specifier annual budget for approval by Chapter Executive.
- .10 Send Specifier to the Board Directors.

.7 Marketing Officer:

- .1 Coordinate Chapter marketing activities with the Association marketing officer and other Chapters.
- .2 Submit annual marketing strategy and budget to Chapter Executive for approval.
- .3 Develop a strategy to promote objectives and programs of CSC to the public.
- .4 Develop a strategy to increase the visibility of CSC and make the construction industry, colleges, technical schools and public more familiar with CSC.
- .5 Be in charge of publications and promotional materials. Display materials at meetings.
- .6 Prepare new prospect list in concert with Executive. Keep list in a manageable form.

CSC Organizational Chart

