



REALTORS[®]
ASSOCIATION
of Hamilton-Burlington

~ Since 1921 ~



COMMITTEE MANUAL

Committees and task forces are an important part of an association. Committees and task forces help the Board of Directors and staff meet strategic goals, and keep the association and its services relevant to members.

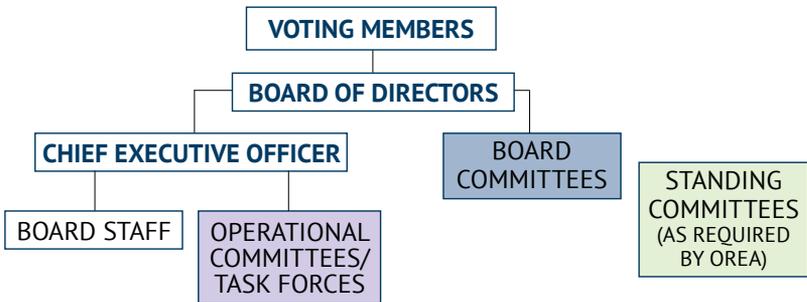
Thank you for volunteering your time for this important work.



Role of Committees and Task Forces

Committees (and when we say “committees”, we also mean task forces) serve as a valuable resource for the Board of Directors (the Board) and the Chief Executive Officer (CEO).

Perhaps the best way to explain the relationship is to illustrate how the Association works and how decisions are made:



The Board of Directors – elected by members - is at the centre of the organization. The Board has fiduciary duties imposed by the Ontario Corporations Act and responsibilities imposed by the RAHB Bylaw. The Board is responsible for setting the short and long-term goals and strategic priorities of the Association, and ensuring the Association’s finances are well-managed.

The Board relies on some committees for guidance on matters of board governance and strategic leadership. These are known as

Board Committees, and they receive their mandates from the Board of Directors and report directly to the Board.

These committees are:

- *Audit, Finance and Risk Committee*
- *Governance and Bylaw Committee*
- *MLS® Committee*
- *Nomination Committee*

Other committees – known as **Standing Committees** – are required by OREA.

They are:

- *Arbitration Committee*
- *Discipline Committee*
- *Professional Standards Committee*

While the Board of Directors sets goals and strategic priorities and oversees the finances of the Association, they are not responsible for actually carrying out the work required to meet the goals or even deciding how the work should be carried out. Those are the responsibility of the CEO and RAHB staff.

The CEO and the Board must work closely together, as they rely on each other to ensure the members' best interests.

The CEO has at his/her disposal a team of staff, as well as a third type of committee or task force – **Operational Committees**. These committees receive their mandates from the CEO, and provide input to help the CEO achieve the goals and strategic priorities set by the Board.

No matter which type of committee you have been chosen to sit on – Board, Standing or Operational – you have the same goals as every other committee member: to help advance the goals and strategic priorities of the Association.

The following chart will explain how the Board and committees work:

	BOARD OF DIRECTORS	BOARD COMMITTEE	STANDING COMMITTEE	OPERATIONAL COMMITTEE
Members are	elected	appointed	as per OREA Basic Board Bylaw	appointed
Reports to	membership	Board of Directors		CEO
Duties defined	bylaw	Board of Directors		CEO
Basic role	makes decisions	recommends		recommends
Meeting style	formal	informal		informal
Chair's style	neutral	involved		involved
Decisions by	vote	consensus		consensus



You've been selected for a committee – now what?

Being a member on a committee is not simply showing up for a meeting, voting on a motion or two and leaving again. As a committee member, you have a number of responsibilities.

Adhere to the Code of Conduct – Committee Members adopted by RAHB, such as, but not limited to:

- **Commit to attending meetings.** Everyone has appointments and business that can't be avoided or put off to another time – and everyone understands that. However, committees work best if committee members attend and are actively involved in the meeting. Attendance is considered important, and it is a RAHB policy that committee members who miss three (3) meetings may be removed from the committee.
- **Prepare for the meeting by thoroughly reading all material distributed before the meeting.** Committee members should not be reviewing meeting material for the first time at the meeting.
- **Keep the discussion and decisions made at the meeting confidential.** Most times, what you discuss in meetings is only a small piece of the puzzle and isn't necessarily the last word. You may feel like the committee made a decision about something, but in reality the committee has made a recommendation that will go to the Board of Directors or CEO for further consideration.

- Likewise, **if you disagree with a recommendation made by the committee, keep your disagreement to yourself once you've left the meeting.** Committee recommendations are made by consensus, and what most committee members agree on is the committee's final decision. If you disagree strongly enough about a recommendation made at a meeting, bring it up again at the next meeting and make your case for why the recommendation should change. That's the only appropriate forum for your disagreement.
 - Committee members must use their best efforts to support RAHB's mission statement: ***"Empowering RAHB REALTORS® to Succeed"***.
 - Committee members must avoid, in fact and perception, conflicts of interest. If and when conflicts arise, they should be declared to the Chair and the member should not participate in the discussion of or decisions about the issue in which they have a conflict of interest.
 - Committee members must work in the best interests of RAHB, and not for their own interests or those of any other group.
 - Committee members' comments and contributions at meetings will be positive and constructive.
 - Committee members will be courteous and respectful of others' opinions.
 - Committee members will not attempt to exercise individual authority or undue influence over the Association. Committee members will bring all complaints directly through the CEO rather than directly through individual staff members.
 - The official spokespersons for the Association are the Chair of the Board of Directors (President), the CEO or their designates; no one else will speak on behalf of the Association.
 - Committee members must adhere to the RAHB's Social Media Policy. Only RAHB staff are to post on behalf of RAHB, as official administrators of RAHB's social media properties. The policy, as it refers to RAHB members, is included as ***Appendix A*** (page 10) of this manual.



You've been called to a committee meeting – now what?

For the most part, committee meetings are called when there is business to discuss and the committee's input is required by the Board or the CEO.

Some committees will meet regularly and other committees may meet only once or twice in the year - it depends on what the Board's goals and strategic priorities are, and what member input the Board requires to make decisions, or the CEO needs to carry out the direction set by the Board.

Every committee will have a Work Plan based on the Board's goals and strategic priorities. The Work Plan will set out what the committee must do, and the deadlines or time frame for the various tasks to be completed.

A sample Work Plan is included as *Appendix B* (page 11).

You will receive a meeting package before the meeting – usually about a week before, but sometimes closer to the meeting.

The package will include the agenda, which sets out the date, time and place (or login information) of the meeting, as well as the business that needs to be discussed at the meeting. There will also be material which supports the discussion outlined on the agenda - a copy of the Work Plan, a copy of the minutes of the previous meeting (if there was one); and reports for information, input or decision.

Reports will help you prepare for the meeting. There are three (3) different types of reports:

Report for Information – this report will provide background that will give you a perspective on issues that fall under the mandate of the committee. These reports are for your information only – you can bring them forward for discussion or more information, but there is no input or decision required.

Report for Input – this report often includes a recommendation for action, plus background information to help you understand the recommendation and issue. Discussion is expected and your input will be forwarded to the Board or CEO.

Report for Decision – this report includes a recommendation for action, plus background information to help you understand the recommendation and the issue. Discussion is expected, and the committee will either support the recommendation in the report, modify or reject it, based on the report and the discussion.

A sample report is included as **Appendix C** (page 12).

It is important that you carefully read all reports and any supporting documentation attached before you attend the meeting. If you have questions about the report, feel free to contact the author for further explanation. When you attend the meeting, you will then be prepared to discuss and make any necessary recommendations.

Plan to arrive at the meeting a few minutes ahead of time so you can be settled and ready and the meeting can begin on time. The Chair will call the meeting to order when there is a quorum, which is more than half of the total number of committee members.

If there is no quorum, those who are in attendance can choose to have an informal – and unofficial – meeting to discuss the reports. If this happens, no decisions or recommendations can be made; the meeting is simply for discussion purposes only.



Who attends committee meetings?

The obvious first answer is that **committee members** attend committee meetings. Committee members make recommendations and vote at each meeting.

There are and may be others in attendance:

Every committee has at least one RAHB staff person – **the staff liaison** – attending every meeting. The staff liaison is there to provide background for discussions, obtain further information and act as a resource for the committee. The staff liaison is the person who creates the reports discussed at the meeting. The staff liaison is not a member of the committee, but can and will actively take part in the meeting, when required.

There may also be other staff at the meeting – the **CEO**, a minute-taker and/or a staff member with special information the committee may require.

The **RAHB Board of Directors** may attend any Board Committee or Operational Committee meetings. They are there to observe, however may comment or add to the discussion if asked by the chair. The Board of Directors may **not** vote on any motion at the committee meeting.



The meeting has begun – now what?

Once the Chair has called the meeting to order, he or she will go through the agenda items in the order they are presented.

The agenda could look something like this:

- Call to Order
- Approval of Agenda
- Approval of Minutes of Previous Meeting (note that you are approving the accuracy of the minutes, not whether you agree with what took place at the meeting)
- Reports - for information
 - for input
 - for decision
- Review of Work Plan
- Next meeting
- Adjournment

While RAHB officially follows Roberts Rules of Order, committee meetings are generally less formal than a Board meeting or a membership meeting. The same principles do apply:

- The Chair must recognize committee members before they speak, and the Chair will keep a list of the order of those who wish to speak.

- Everyone who would like to speak to an issue must have an opportunity to do so before a committee member can speak a second time.
- Comments should be addressed to the Chair, not to another member around the table.
- The Chair will keep everyone on topic – going off on a tangent unnecessarily prolongs the meeting.
- The Chair will vote only if there is a tie when a vote is taken.
- Discuss only one topic at a time.

While committee decisions and recommendations are generally made by consensus, there are times when formal motions are appropriate. For example, the agenda calls for the approval of the previous minutes, and this is decided by a motion and a vote.

Roberts Rules can be cumbersome and detailed, and it is a very rare occasion when an obscure rule dealing with an unusual subject needs to be called into play. For most of the discussion and work that committees undertake, the following guidelines should suffice:

When a **motion** is made (“I move that”) on an agenda item, there is no discussion until the motion is seconded, or supported, by another committee member. Once the motion is seconded, it is open for debate. The Chair directs the discussion.

There are actions which can be taken to affect the motion or consideration of the motion, and these are referred to as **subsidiary motions**. They include tabling, withdrawing, amending, rescinding or reconsidering the original motion, or moving to adjourn the meeting. Explanations of subsidiary motions are included in *Appendix D* (page 13).

If there is a subsidiary motion, the committee must discuss and vote on it before discussion can go back to the main motion. Subsidiary motions require at least a majority vote to take effect.

Because committee meetings are fairly informal, it is rare that members will make subsidiary motions. If there is an instance when a motion is made and seconded, and another committee member wants to amend the motion or have it withdrawn, those actions can be accomplished by having the committee agree to the action, then proceed to the next

discussion. This would be considered “making a friendly amendment”. When questions of meeting protocol arise, the Chair and/or staff in attendance will help.

When the business of the meeting has been completed, the committee members will decide if they need to set a date for the next meeting or wait until the Chair calls a meeting when the committee’s input is required. Some committees will set a date; others will not.



After the meeting

After the meeting, staff will record the draft minutes and send them to every committee member. Those are the minutes that will be reviewed and approved at the next meeting.

There may occasionally be tasks for which committee members have volunteered or been asked to complete before the next meeting. If there are any questions or further direction needed, the Chair or the staff liaison should be contacted.



Social Media Policy for Volunteers

7. RAHB's Social Media Policy

The Policy applies to all elected leaders, employees, contractors and volunteers of RAHB (collectively, "Users").

(excerpt from RAHB Governance Manual)

- 7.1 Users shall follow the Policy when using social media.
- 7.2 RAHB's technology systems are not to be used for personal, non-RAHB related social media activities, unless otherwise authorized by RAHB management.
- 7.3 Users shall familiarize themselves with the terms and policies of third party internet sites before using such sites.
- 7.4 Except as specifically provided in the Policy, only the CEO and President are the persons authorized to make public statements concerning RAHB and its business on behalf of RAHB whether on social media or elsewhere.
- 7.5 Notwithstanding section 7.4, Users who are authorized by RAHB management to be members of RAHB's Social Media Team ("Authorized Team Members") may speak on behalf of RAHB using social media in accordance with the Policy.
- 7.6 Only Authorized Team Members, with the prior approval of RAHB management, may set up official presences on behalf of RAHB on social networks.
- 7.7 Information that is or could reasonably be construed as personal, confidential and/or proprietary shall not be shared or posted on any social network. Such information would include, but not necessarily be limited to, any information that constitutes personal information under applicable privacy legislation or that is confidential and proprietary about RAHB or any member or person with whom RAHB has any relationship or dealings. It is the responsibility of the User to determine whether any information qualifies as such personal information, proprietary or confidential information.
- 7.8 Users are strictly prohibited from posting content that is obscene, profane, adult-oriented, pornographic, culturally inappropriate or threatening or that might reasonably interpreted by a third party to fall into any of these categories of unacceptable posts.



Committee Work Plan

COMMITTEE NAME:
Work Plan – Summary of Initiatives

LEGEND
A: Approval by the Board/CEO C: Completed O: Ongoing

	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Status
1.													
11													
12													
13													
14													
15													
16													
17													
18													
19													
110													



Reporting Template



REPORT

To:
Submitted by:
Prepared by:
Date:
Subject:

Information: This item requires no action or discussion on behalf of the Committee. Its purpose is to keep the Committee up-to-date on items of relevance to the healthy functioning of the organization and is related to the Board's Governance Accountability.

Input Required: This item requires discussion at the Committee level. The purpose of the discussion is to provide input back to the CEO. This input allows the Committee/CEO to continue/complete their work, on behalf of the board.

Decision: This item is being recommended for final decision. The item has been completed in accordance with the Board's original delegation, expectations and known decision criteria. The item includes sufficient background information, data and analysis to support the recommendation.



ONE of the three types will be indicated

Statement of Delegation:

Recommendation(s):

Background:

Observations/Discoveries/Conclusions:

Option(s) to be Considered:

Next Steps:

Budget/Financial Implications

Risk Factors:



Robert’s Rules of Order – Simplified

- Everyone has the right to speak if they wish – and no one can speak twice until everyone who wishes to speak has spoken once.
- Committee members should discuss only one thing at a time.
- Everyone has the right to know what is going on at all times.
- Only urgent matters may interrupt a speaker.

How to make motions (main motion) and affect motions (subsidiary motions)

<p>You want to bring a new idea to the group or make a formal recommendation for something to happen:</p>	<p>After being recognized by the Chair, present your motion (“I move that something be done.”) Someone must second, or support, that motion (“I second the motion”) before the motion can be discussed. If there is no seconder for the motion, there is no further discussion about the motion.</p>
<p>You want a motion introduced by a committee member to be killed:</p>	<p>You can say, without even being recognized by the Chair and before discussion about the motion has begun, “Point of Order”. No seconder is required for your objection, your objection is not debatable, but it does require a 2/3 majority vote to take effect and kill the original motion.</p>
<p>You want to change some of the wording in a motion that is being debated:</p>	<p>After being recognized by the Chair, you may move to amend the motion by adding words, removing words or a combination of the two. This motion must be seconded, and a vote must be taken on your amendments before discussion can continue. Your new wording of the motion is then the motion under discussion.</p>
<p>You like the motion under discussion but want to reword it beyond just a few simple word changes:</p>	<p>You move to substitute your motion for the original motion. If someone seconds your motion, discussion will continue on both motions and eventually the committee will vote on which motion they prefer.</p>
<p>You want more time to study the topic you are discussing:</p>	<p>You can move to postpone further discussion to a specific time or date. This motion requires a seconder, is open to discussion and must be voted on (majority rules).</p>

<p>You are tired of the discussion going in circles:</p>	<p>You may make a motion to limit further discussion to a set time or to a set number of speakers. This motion requires a seconder and a 2/3 majority vote to pass.</p>
<p>You have heard enough discussion and want to get on with a vote:</p>	<p>You move to table the close the debate. Your motion requires a seconder and a 2/3 majority vote to pass.</p>
<p>You want to postpone a motion until some later time or you missed your opportunity to kill a motion before discussion started:</p>	<p>You move to table the motion. Your motion requires a seconder, and there is no further discussion once the motion is seconded. A simple majority vote will put the motion aside at least until after discussion about the next item of business on the agenda or until a specified time or date. At that time, the motion can be taken off the table and discussion can continue. If a tabled motion is not picked up for further discussion by the end of the time specified, the motion is killed.</p>
<p>You want to end the meeting:</p>	<p>Move to adjourn. This motion requires a seconder and is decided by a majority vote.</p>
<p>You aren't sure that the Chair announced the results of a vote correctly:</p>	<p>You don't need to be recognized by the Chair – just call for a “division of the house”. This means the vote will be re-taken by having members stand when they vote.</p>
<p>You want clarification about a procedure being used:</p>	<p>You don't need to be recognized by the Chair – call for “point of information”. The Chair will ask you to state your question and will clarify what is taking place.</p>
<p>You changed your mind about something you voted on earlier, and you were on the “winning” side:</p>	<p>You will move to reconsider. This requires a seconder and is decided by a majority. If the motion passes, the motion comes back for a vote, as if the original vote had not taken place.</p>
<p>You want to change something voted on at an earlier meeting:</p>	<p>Move to rescind the earlier motion. A seconder is required. If you sent notice to the Chair and the committee members before the meeting that you were intending to rescind the motion, only a majority vote is required. If no notice was given, a 2/3 majority is required.</p>



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