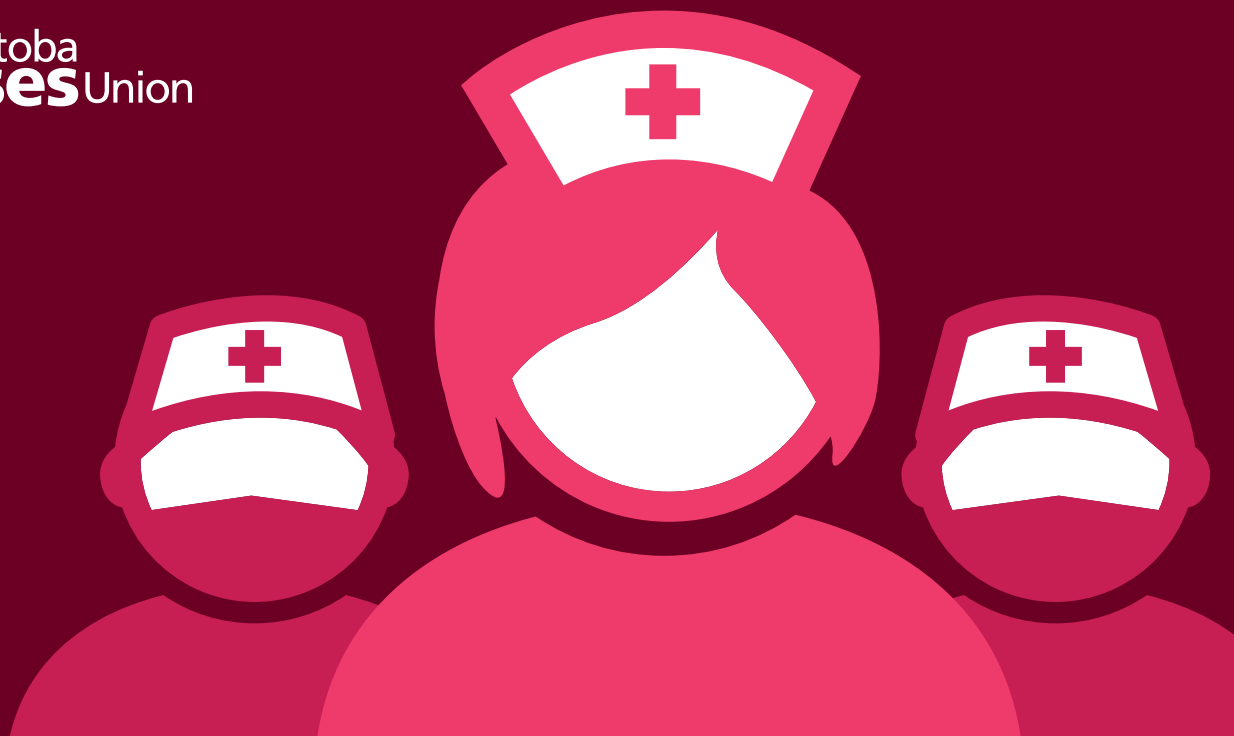


**SOLIDARITY
SCHOOL**

HOW TO THRIVE IN EXECUTIVE ROLES

**AN 'MNU HOW-TO SERIES'
GUIDEBOOK**

Manitoba
nurses Union



WELCOME TO SOLIDARITY SCHOOL'S HOW TO THRIVE IN EXECUTIVE ROLES **AN 'MNU HOW-TO SERIES' GUIDEBOOK**

Throughout these pages, you will find How-To Guides for each executive position as well as a How-To Guide for Robert's Rules of Order. These guides were designed to assist executives with their union role. The guides have information about each position - the responsibilities, the process, and step-by-step instructions for Worksite business such as paying expenses, taking meeting minutes, and more.

To minimize waste, this book was designed to be shared by your worksite. We hope that this also encourages an environment of collaboration and mutual support. Whether the book is passed along from executive to executive or kept by the Worksite President to refer to when questions arise, we hope you find it helpful.

If ever you require additional copies, please feel free to reach out to Central Office. We also have digital versions available to download from our Solidarity School Resource Library, located on manitobanurses.ca.

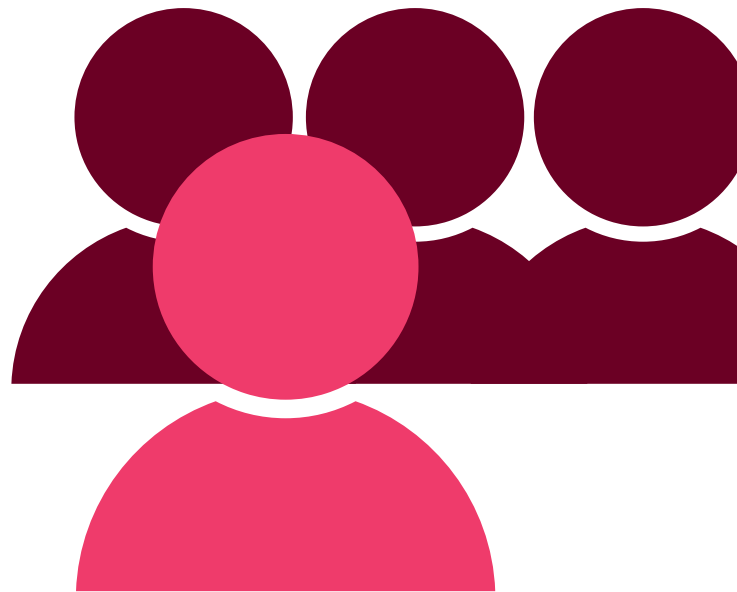
And remember, we are here to help. If you find yourself needing a little extra support in your role, please don't hesitate to reach out to our Education Officer, Shelby Colbert at scolbert@manitobanurses.ca

MNU HOW-TO: PRESIDENT GUIDE

WELCOME TO THE HOW TO BE A PRESIDENT GUIDE!

At MNU Provincial Office, we understand that stepping into a new role can be intimidating, which is why we have created this resource for your new position.

Our goal is to make everything as easy as possible while still providing you with all the essential information you need to feel confident. But always know, we're here to help if you need us.



THE PRESIDENT OF A LOCAL/WORKSITE/REGION IS THE PRINCIPAL SPOKESPERSON AND LEADER OF THE LOCAL/WORKSITE/REGION FOR THE UNION.

They work to protect and advance the interests of the Local/Worksite/Region. They also coordinate the efforts of the Local/Worksite/Region with the Union Executive Committee and membership to achieve the overall Union goals and objectives.

MNU'S OBJECTIVES ARE AS FOLLOWS:

- 1. To regulate employment relations between members and the employers**
- 2. To promote high professional standards of practice and appropriate working conditions with a view to achieving the best attainable patient care**
- 3. To encourage education of members**

PRESIDENT DUTIES

DUTIES OF A LOCAL/WORKSITE/ REGION PRESIDENT INCLUDE:

- Preside at all meetings of the Local/Worksite/Region
- Preside at all meetings of the Executive Committee
- Responsible for carrying out the policies of the Local/Worksite/Region
- Other duties as assigned by the Executive Committee
- Responsible to oversee the overall running of the Local/Worksite
- Provide MNU orientation to new hires (may be delegated to VP)
- Provide a report to your elected MNU Board member

A PRESIDENT'S DAY TO DAY DUTIES

- Review all Job Postings to ensure they are accurate
- Review rotation changes in conjunction with the MNU LRO
- Ensure MNU Vacation Scheduling process is followed
- Review WSR's at NAC Meetings
- Review Christmas hours when contacted by a specific nurse or unit to ensure they follow the Collective Agreement provisions
- Keep up to date on Workplace changes
- Other HR issues
- Attend meetings with members or arrange representation
- Respond to email and phone call inquiries from members
- Communicate with WSH reps regarding new or ongoing concerns



THE JOB POSTING CHECKLIST

When you receive a copy of a job posting, check every job posting and compare it to the checklist below. If there are variations in required information, investigate and address.

- Minimum qualifications
- EFT
- Unit/site/office
- Occupation classification and title
- Shift length and rotation pattern
- Date of closing of competition

MEETINGS

ATTENDING MEETINGS

What type of meetings may Presidents have to attend with members?

- Grievance discussion and investigation
- Progressive discipline
- Respectful Workplace Complaint
- Return To Work
- ASAP
- GIP meetings
- Arbitration hearings

When attending meetings with members, remember a few things...

- Union rep rights- you are equal with management in these situations
- Management Rights - Article 4
- Remain respectful and professional
- Disagree with dignity & hold your temper
- Maintain mutual respect
- Be a good listener
- Identify the issue, and stick to the point
- Act collaboratively
- Take notes
- Set a time for answers

ATTENDING MEETINGS REQUIRED BY THE PROVISIONS OF THE COLLECTIVE AGREEMENT

The President attends the following meetings on Employer paid time

- Nursing Advisory Committee – Local/Worksite and Regional
- Union Management Committee- Local/Worksite and Regional
- Grievance meetings
- ASAP meetings
- Workplace Safety and Health Committee Meetings. This is not necessarily a President's role and the Local/Worksite may have elected a separate WSH rep who attends on Employer paid time (See Article 7A08)



YOUR EXECUTIVE COMMITTEE

YOUR EXECUTIVE COMMITTEE IS MADE UP OF:

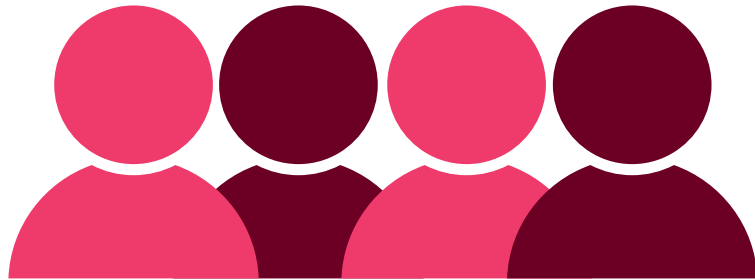
President (you)

Vice President

Secretary

Treasurer

OR Secretary - Treasurer



Vice President: Presides at all meetings where President is absent. In the event you can no longer carry out your duties as President, the Vice President will act as President for the balance of your term. Vice Presidents are also responsible to establish and maintain the flow of communication between the local/worksite/region and the membership

Secretary- Treasurer: Maintains record of Local/Worksite/Region proceedings and all members. Keeps record of all financial transactions, prepares financial reports for executive and annual meetings, and is responsible for safe keeping of all monies and deposits. Where a Local/Worksite/Region does not have a VP the Secretary would be tasked with communication with membership

Your Executive Committee will:

- **Meet 3X a year at minimum or as per your Local/Worksite/Region Constitution**
- **Hold all the powers of the Local/Worksite/Region between meetings and shall manage and administer all its affairs**
- **Appoint and nominate a committee**
- **Fill vacant positions**
- **Appoint to standing committees**

As a President, you are often the chair of committees. A Chair's role during Executive meetings is to:

- **Maintain order**
- **Follow agenda**
- **Encourage discussion and debate**
- **Expedite business**
- **Put issues to a vote**
- **Respond to inquiries regarding procedure or facts**
- **Remain impartial**
- **Robert's Rules of Order are used***

*Robert's Rules of Order are used, but are less formal when participating in executive committee meetings. The chair can fully participate in discussions and vote, there is no need to second a motion. Often a motion comes at the end of a discussion.

HOW TO HANDLE A MOTION

1. A member makes a motion
2. Another member seconds the motion
3. The chair states the motion
4. Members discuss the motion (amendments to the motion could be made at this time but would also need to have it seconded. If so a vote would take place only on the amendment. If it does not pass it goes back to the original motion)
5. Chair puts the motion to a vote
6. Chair announces the result of the votes

WORKLOAD STAFFING REPORTS

As a President, your role with WSR's is to:

- Communicate with your Local/ Worksite your WSR process. Are you online or still using paper forms?
- Track completed forms
- For paper- send original/scanned/faxed copy to MNU ASAP at WSR@manitobanurses.ca
- Ensure nurse receives a copy of the form with the managers response
- Provide a response to the nurse(s) after NAC re: outcome of discussion
- Retain a Local/ Worksite copy
- For step by step instructions, please see our WSR info sheet and video



RESOURCES

The role of a Local/ Worksite/Region President is considerable but there are plenty of resources to help make the role as easy as possible for you.

SOME RESOURCES INCLUDE:

- MNU Website Member Portal
- MNU Handbook and Policies (located in the Member Portal)
- Contract Interpretation Manual (located in the Member Portal)
- Your Executive Committee
- Other Local/Worksite/Region Presidents
- MNU Labour Relations Officers
- MNU Education Officer
- Employee Assistance Program (EAP)

UNION LEAVE

How to request Union Leave

- Requires minimum 2 weeks notice
- Salary continuance or salary replacement?

Salary replacement

- Leave without loss of pay
- Any member can be approved Union Leave with salary replacement if approved by the Local/Worksite/Region
- For Union business or education on days you were scheduled to be “off”

Salary Continuance

- For Union business or education on days you were scheduled to work

President’s Days

- Based on the number of members in the Local/ Worksite
 - 50 hrs for the first 25 members
 - 10 hrs for each additional 25 members
- Regional Presidents entitled to a minimum of 100 hours
- Used at your discretion to fund your wages when conducting Union business
- May be used for education for members attending MNU sponsored programs (subject to a maximum)
- Time credited annually May 1st to April 30th
- Cannot be carried forward
- Should not be used for NAC, Union Management or other Employer paid activities/ meetings

To find out who your LRO is, visit manitobanurses.ca/resources/lro-and-local-locator



MNU HOW-TO: VICE PRESIDENT GUIDE

WELCOME TO THE HOW TO BE A VICE PRESIDENT GUIDE!

At MNU Provincial Office, we understand that stepping into a new role can be intimidating, which is why we have created this resource for your new position. Our goal is to make everything as easy as possible while still providing you with all the essential information you need to feel confident. But always know, we're here to help if you need us.

The Vice President of a Local/Worksite/Region will regularly communicate with the President of the Local/Worksite/Region. The Vice President position is a dynamic position that is often dependant on the Local/Worksite/Region and the President.

Essentially, the Vice President works alongside the President to protect and advance the interests of the Local/Worksite/Region. Should the President of the Local/Worksite/Region vacate their position in the middle of their term, the Vice President will act as President to the end of the term.

IN ADDITION, THE VICE PRESIDENT WILL:

- Attend all executive and general membership meetings and will preside at all meetings where the President is absent.
- Represent the worksite membership on committees as delegated by the President and executive
- Honour the constitution of the Worksite/Local
- Be one of two signing authorities of the Worksite/Local
- Perform any other duties as assigned by the executive
- Respond to any inquiries or concerns from the membership as delegated

It's important to remember that the duties of a Vice President will vary from Worksite to Worksite, Local to Local, or Region to Region. If you have questions about your specific role as a Vice President, please reach out to your Worksite/Local President.

MNU HOW-TO: SECRETARY GUIDE

WELCOME TO THE HOW TO BE A SECRETARY GUIDE!

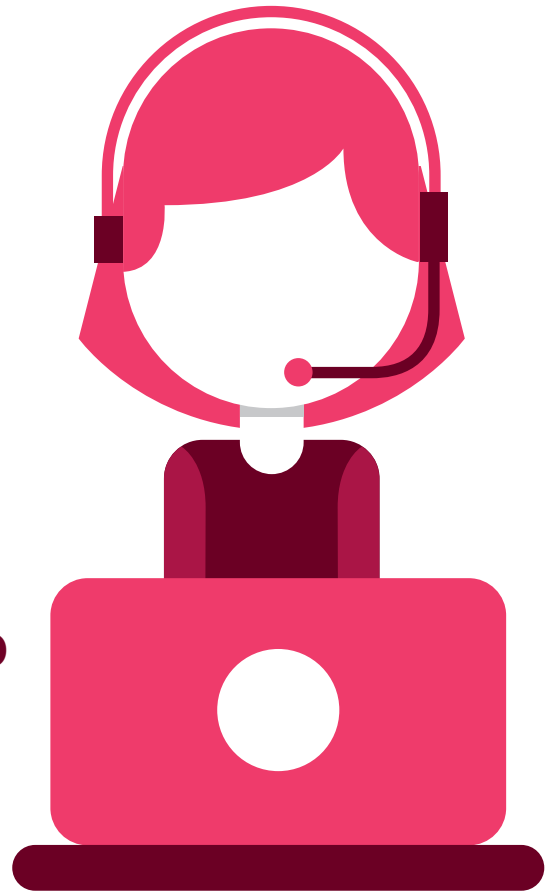
At MNU Provincial Office, we understand that stepping into a new role can be intimidating, which is why we have created this resource for your new position.

Our goal is to make everything as easy as possible while still providing you with all the essential information you need to feel confident. But always know, we're here to help if you need us.

THE MAIN TASK FOR THE SECRETARY IS TO KEEP RECORD OF ALL PROCEEDINGS OF THE LOCAL AND TO BE RESPONSIBLE FOR ALL CORRESPONDENCE OF THE LOCAL.

THE SECRETARY WILL ALSO:

- 1. Assist the Treasurer in maintaining a record of the Local's membership**
- 2. Notify members of upcoming meetings**
- 3. Complete other tasks as assigned by the executive committee**



RECORDING MEETING MINUTES

Secretary's must record minutes of all meetings.

Meeting minutes should include:

- 1. All decisions made**
- 2. Motions made (for any action taken or money spent)**
- 3. Seconding of motions and votes**
- 4. Essence of the discussion**



DO'S AND DONT'S OF MEETING MINUTES

DO INCLUDE:

- Date and committee/ meeting name
- Who is your chairperson?
- Who is recording?
- List of members who attended
- List of absent members
- Identify late arrivals and early departures
- Call to order time
- Acceptance or amendments of previous meeting minutes
- All motions both past and defeated
- Any decisions made/ agreements reached
- Assigned responsibilities for follow up
- All deferred items
- Time of adjournment

DON'T INCLUDE:

- Emotions
- Off topic comments and discussion
- Detailed descriptions of lengthy discussion
- No quotes unless they are formal motions
- Names of members who make general suggestions or comments



WHY DO WE NEED MINUTES?

Minutes are important to keep in order to be able to refer back to. Minutes are a formal reporting mechanism and are necessary to:

- Form an action plan for follow up
- Use as a template for the agenda for the next meeting
- Create a foundation for the creation of policies and procedures
- Facilitate accountability
- Minutes should be kept indefinitely as they are a historical document

PLEASE NOTE:

Meeting minutes should be clear, concise, and straightforward. Anyone who reads them, whether they were present at the meeting or not should be able to understand what happened at the meeting.

APPROVAL OF MINUTES

Minutes are only a draft until approved by the body that created them. Each meeting should begin with approval of meeting minutes from the previous meeting. Approval can be approved by unanimous consent or adopted motion. Corrections to minutes can be made any time an error is found.

MNU HOW-TO: TREASURER GUIDE

AT CENTRAL OFFICE, WE UNDERSTAND THAT STEPPING INTO A NEW ROLE CAN BE INTIMIDATING, WHICH IS WHY WE HAVE CREATED THIS RESOURCE FOR YOUR NEW POSITION.

Our goal is to make everything as easy as possible while still providing you with all the essential information you need to feel confident. But always know, we're here to help if you need us.



AS TREASURER, YOUR MAIN TASK IS TO KEEP AN EYE ON THE FINANCES OF YOUR LOCAL/WORKSITE/REGION.

Dues are collected and then used for a variety of expenses throughout the year. Your role is to keep track of the money coming in (revenue) and the money going out (expenses).

IN GENERAL, A TREASURER IS RESPONSIBLE FOR 3 MAIN DUTIES:



- 1. Budgeting**
- 2. Financial reports**
- 3. Banking and bookkeeping**

THE MNU HANDBOOK IS A GREAT RESOURCE:

- Section G: Regional Local/Worksite Unit/Local: Bookkeeping and Records
- Section M: Financial Policies” Meals, Travel, Accommodation allowances

Download your copy from the MNU Member Portal under 'Quick Links'

BUDGETING

Unions are non-profit organizations. When budgeting for your Local/Worksite/Region it is important to know that your account cannot hold an excess amount of profit at any time. However, your account can have multiple specified funds for use at a later date. Examples of funds that you can have include an audit/review fund, education fund, AGM fund, strike fund, and a negotiations fund. If you are unsure about your profits or fund options, consult with your local president or reach out to the team at MNU anytime.

WHAT IS A BUDGET?
A BUDGET IS AN ESTIMATE OF REVENUE AND EXPENSES FOR A SET PERIOD OF TIME

REVENUE

Revenue is generated from Union Dues. A portion of all dues paid goes directly to Provincial Office and a portion goes to the Local/Worksite/Region which is sometimes referred to as a rebate. NOTE: Provincial Office advances 1/12 of the previous year's dues per month to maintain steady cash flow at the Local/Worksite/Region. For example, if last year's union dues were \$12,000, then every month \$1,000 gets deposited automatically into your account from MNU. At the end of the year, MNU will review the balance, and send to the Local/Worksite/Region.

Sample Budget Worksheet

	Previous Year Budget	Previous Year Actual	Upcoming Year Budget	Assumptions/Notes
Annual Income				
Account balance from previous year			\$	What is the balance as of December 31?
Member dues			\$	
MNU funding of printer cartridge			\$ 100	Deposited in January.
Interest?			\$	
Total Annual Income	\$	\$	\$	

WHAT CAN I USE REVENUE FOR?

Revenue earned throughout the year, is used to pay for expenses. Here are some examples of typical expenses:

- Office supplies
- Meeting expenses
- Bank charges
- MNU Provincial AGM
- Local/Worksite/Regional AGM
- Honorariums
- Education
- Meeting location rental
- Conference travel
- Annual reviews
- Taxes

Once you have accounted for your expenses, subtract your total estimated expenses from your total estimated revenue.



IF YOUR REVENUE IS MORE THAN EXPENSES, YOUR BUDGET IS LOOKING GOOD.



PLEASE NOTE:

Bank/ Credit Union accounts must have 3 signing authorities.

Expenditures over \$500 require general membership approval.

Any decisions made regarding expenses should first be put to motion, voted on, and be recorded in the meeting minutes.

THERE ARE 3 WAYS TO PAY EXPENSES:

Cheques

Require 2 signatures from your signing authorities, neither of which can be the payee. Keep receipts.

Credit Card

Use PrePaid and make sure to keep receipts.

Cash

Use as little as possible. If used, keep receipts and exact change.

FINANCIAL REPORTS

TREASURER'S REPORT

A treasurer's report should be ready for each Local/Worksite/Region meeting and should include revenue, expenses, and total balance on hand.



**PLEASE
NOTE:
RECORDS MUST BE
MAINTAINED FOR
7 YEARS.**

ANNUAL AUDITS

Each year, a 3rd party should review and audit Local/Worksite/Region financial records. The report should be submitted to MNU no later than June 30th.

To submit your report please send it to:
"MNU Central Office: attention accounting department."

Reviews should be performed by a CPA. MNU Provincial Office also offers this service and can recommend practice improvements.



BANKING & BOOKKEEPING

SALARIES & HONORARIUMS

There are two approved times when salaries are covered by MNU for the purpose of union duties. Duties can include negotiations, Annual General Meeting (AGM), Grievance Investigation Process (GIP), education days, Prairie Labour School (PLS) and other MNU events/ meetings.

Salary Replacement

Salary replacement is used for union events that take place on a scheduled "off" day. In this scenario, MNU pays directly for the time spent on the event. This time can be funded in a variety of ways either by President's Days allotment, Local/ Worksite/Regional funding or provincial funding. If you are uncertain where funding is coming from for a particular day, speak with your Local/Worksite/Regional president. Submitting for salary replacement is done online through our Member Portal under "Expenses."

Salary Continuance

Salary Continuance is used for union events that take place on a scheduled work day. In this scenario, as per article 2409(a) of the Collective Agreement, your benefit and pension payments are paid as if you are at work. The Employer bills MNU and MNU repays the employer. In some cases depending on who is funding the applicant, MNU may bill back to the Local/Worksite/Region for the salary expense. Submitting for salary continuance is done online through our member portal under "Expenses."

To be reimbursed for salary:

1. You'll need to know who is responsible for funding:

- Local/Worksite/Regionally funded expenses cannot be submitted by the individual themselves - someone else on the executive committee must submit on their behalf.
- Provincially funded expenses can be submitted by the individual themselves.

2. Submit salary expenses within 30 days of the event/meeting.

Visit the online Member Portal and navigate to the Expenses menu.

3. A T4 or T4A will be issued.

This occurs in February of the following year for salary replacement/ continuance.

MNU HOW-TO: ROBERT'S RULES OF ORDER

Robert's Rules of Order is the standard practice for facilitating discussions and group decision-making. The Rules were designed to allow groups to focus on the substance of meetings as opposed to the procedures. Robert's Rules help to ensure meetings are both effective and efficient.

Robert's Rules state that when a meeting begins, the Chairperson must call the meeting to order. To do this, they will stand at the front of the room (unless the meeting is being held virtually) and say, "The meeting will come to order." At this time, the order of business begins as follows:

- 1. Reading and approval of meeting minutes**
- 2. Reports of officers, boards, and committees**
- 3. Special orders/ unfinished business from the previous meeting**
- 4. New business**

Meeting business is handled through motions. Motions can come from the Chair of the meeting or others in attendance. If the motion is coming from someone other than the Chair, that person must address the Chair before stating their motion. The most common motions and how to bring them forward can be found below:

MOTIONS:

1. To introduce a new piece of business, a motion must be made. Each motion must be seconded. Once the motion has been seconded,

it can now be discussed. If the motion is not seconded, it cannot be discussed amongst the group.

- 2.** If a member would like to change something about a motion that is being discussed, they can move to "amend" the motion. All amendments must be seconded and receive a majority vote in order to be accepted.
- 3.** If one would like to table a discussion they must make a motion. This motion must be seconded and a majority vote is required.
- 4.** If one would like to stop discussion and prevent it from being brought back up throughout the meeting, they can move to "postpone indefinitely." A second is required, so too is a majority vote.
- 5.** If one would like to end a discussion immediately, not allowing for it to begin again at any time they must "Call the question." This motion must be seconded, and a 2/3 vote is required.
- 6.** If one would like to take a break, a group member can move for a recess.
- 7.** Once business has concluded, a motion is made to "adjourn." A seconder is required, and a majority vote.

At MNU, Robert's Rules are used at Board Meetings, Annual General Meetings, and for meetings of special committees.

TIPS:

- 1.** A tie vote is a lost vote.
- 2.** Votes can be taken by voice, a show of hands, or by standing.
- 3.** Every member has the right to speak in a debate, and no member should speak twice until all members who would like to speak have had a chance, or they have received permission from the Chair.
- 4.** There shall be no interrupting when someone is speaking, except in the case of an emergency.
- 5.** Although postponing indefinitely is an option, tabling a discussion is encouraged more often as postponing indefinitely can be seen as disrespectful.
- 6.** For more information on Robert's Rules of Order you can look for the official book titled: "Robert's Rules of Order" or you can look for the shortened version titled: Robert's Rules of Order- In Brief



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