

Community Organizations Box 17A



cusa meeting procedure booklet

THE CAPE TOWN
TRADE UNION
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CUSA MEETING

PROCEDURE

BOOKLET

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PLANNING A MEETING

Stages

There are 5 questions that should be answered when planning a meeting. Answer them always in the order of their importance to every meeting you attend. It is important never to omit any of them.

1. Do you really **NEED** your meeting?
2. What are the **OBJECTIVES** of your meeting?
3. What do you know about the **PARTICIPANTS** at the meeting?
4. What kind of **CHAIRMAN** does the meeting need?
5. How can you obtain the most **CONTRIBUTIONS**?

We will briefly explain these 5 points.

1. Why do we need a meeting?

(a) When several people's expertise is needed to solve a problem

Solutions to problems require a combination of skills and knowledge. Discussion at a meeting stimulates everyone's ideas and ensures that each member will work towards a common goal in understanding the problems of the other members.

(b) When it is necessary to gain support for a decision

The effects of a good meeting is the way it can unite people around a decision to which they know they have contributed. The effects of a bad meeting is the way it can split opinion. To unite people effectively, everyone at the meeting should feel they have had sufficient opportunity to contribute, and that the contribution has affected the final decision.

(c) When people who would be affected by decisions have to be represented

To be effective, meetings must take note of what members say. It must represent the total knowledge and skill of all the participants so that the best representation of a decision is reached.

(d) When a decision should be made by more than one person

Wrong decisions can be disastrous. So several members are needed to ensure that the decision is right. When an individual makes a decision he is affected by his own needs. When a group makes a decision they seek to represent the consensus of the group adding to each others ideas. This is the reason why often a minimum of members (quorum) needs to be present at a meeting to make certain that a common decision is reached; not a decision which favours a small group.

(e) Need for people to get together to contribute

None of the needs mentioned so far can be satisfied unless a meeting takes place. The meeting requires *people to interact*. This is the basic reason for holding a meeting because best results are achieved when everybody contributes to a meeting.

2. OBJECTIVES

What are the objectives of your meeting?

Particular meetings have specific objectives.

EXAMPLES: the objectives of the National Executive Council meetings are to:

- (i) decide on policy matters for the union between conferences,
- (ii) table and discuss the secretary's report,
- (iii) approve the financial statements,
- (iv) make staff appointments.

Who sets the objectives?

The objectives of a meeting are normally set by whoever calls it. This may be:

1. A person who wants peoples' opinions or has a problem that cannot be solved alone.
2. An established body, such as those often appointed by a union to examine particular problems — eg. education, finance, disputes/demarcation.

Stating the objectives

If people arrive at a meeting not knowing the OBJECTIVE or not having sufficient time to think about the issues, the meeting will be less effective. Every notice sent out to call members to a meeting should also state the objectives of the meeting. Therefore a NOTICE of the meeting is required.

Specimen Notices:

1. Type notice of meeting on union letter head

2. Dear Colleague,

Re: National Executive Committee meeting

Annual General Meeting

General Meeting

Shop Stewards Committee Meeting

Shift Stewards Committee Meeting

Notice is hereby given that of the union
will be held on

Day, Date, Place, Time.

The agenda will be as follows:

1.

2.

3.

4. etc.

Yours fraternally,

Secretary

a less formal form of notice can be used. This would be in the form of a personal letter.

1. Type notice on union letter head

2. Dear Colleague or Mr. Ms.

You are hereby informed that the meeting of the union will
meet on

Day, Date, Place, Time.

The agenda will be as follows or the agenda for the meeting is enclosed.

Yours fraternally,

Secretary/Chairman

Stating the objectives

If people arrive at a meeting not knowing the OBJECTIVE or not having sufficient time to think about the issues, the meeting will be less effective. Every notice sent out to call members to a meeting should also state the objectives of the meeting. Therefore a NOTICE of the meeting is required.

NOTICES OF MEETINGS

To avoid confusion as to the times and dates of meetings, the generally accepted practice is that notice of meetings is given to the members who are expected to attend. Such notice must be reasonable, taking into consideration all factors which may affect a member's presence at the meeting. For example, giving members notice at 10h00 of a meeting at 10h30 to be held 100 kilometres away would be unreasonable. If the notice is issued 14 days in advance of the meeting the period would be reasonable.

Form of Notice

Notices do not always have to be in writing. Verbal notice is sufficient. In order to be professional, it is suggested that the written form of notice is preferable.

Who is required to issue a notice?

Usually the constitution will provide who has the authority to convene a meeting. There is no laid down rule that a notice must be issued by the chairperson or secretary or any other office bearer. But if this is the chairperson then he would automatically have the authority to issue the notice.

Usually the chairman will instruct the secretary to issue the notice. In this event the secretary will say on the notice "By order of the chairman".

What must the notice contain

The notice must specify:

- the type of meeting to be held
- the date, time and place of the meeting
- the nature of the business to be transacted (agenda)
- reference to the convening authority.

A less formal form of notice can be used. This would be in the form of a personal letter.

1. Type notice on union letterhead.
2. Dear Colleague or Mr. Mrs.

You are hereby informed that the meeting of the union will meet on Day, Date, Place, Time. The agenda will be as follows or the agenda for the meeting is enclosed.

Yours fraternally,

General Secretary/Chairman

PARTICIPANTS

What do we know about the participants at the meeting? Meetings are held because some tasks are performed better in groups than by individuals.

In good meetings, behaviour is constructive. People put forward or agree to a compromise. In bad meetings, behaviour is destructive. People sulk or refuse to see anyone else's point of view. Each person at a meeting has a personality; Feelings, needs, attitudes and experiences which affects the way he/she behaves.

Some questions you can ask yourself about people at the meeting:

Have the same people met before?

If they have, then they will probably have established an accepted pattern of behaviour and a particular way of working.

Do they know each other?

If they do, it may be necessary to consider whether personal differences or friendships will help or hinder the meetings. If there is a dispute, will members support each other for personal reasons? or will they support the principle which they believe in?

How much do the members know about the subject?

The Chairperson should know people's particular specialities so that he can call

on their expertise when appropriate. The chairperson will have to inform himself/herself on the subject under discussion before the meeting in order to keep up with the discussion.

How do the members feel about meetings?

How effective are the meetings in your union? Do members think that meetings are a waste of time?

Will people deliberately use the meeting to achieve their own objectives?

Some members may come to meetings with a firm commitment to a particular decision or line of argument or see it as rivalry.

Are the right people attending the right meeting?

If wrong or unwise decisions are taken at the meeting, there should be someone who can block those decisions. The meeting might flounder because a person with particular skills or particular knowledge is not present.

CONTRIBUTIONS

Meetings achieve nothing unless everyone contributes ideas, facts, and opinions. How does the chairman obtain the best contributions? To contribute effectively, each member needs:

To know what is required

Members need to know why they have come to a meeting and what they are supposed to do at the meeting. The members should prepare themselves with facts, ideas, opinions and any necessary documents.

To have the opportunity to contribute

Meetings should have an atmosphere whereby members feel free to make contributions. This is very important for union meetings. A union is made up of members who pay subscriptions. The member therefore should have the final say in what is decided. Full-time officials should therefore not dominate the meetings. They should respect the members/workers control, i.e. that workers must decide on the issues. The task of the officials is to carry out the decisions effectively.

To be able to listen

Careful listening depends on a willingness to understand what someone is saying. If a member is silent this does not mean that he is listening to the debate. It is the responsibility of the chairperson to ensure that everybody understands what is being discussed, that everybody contributes whatever they can to the debate and that everybody agrees with the decisions that the meeting makes.

CHAIRPERSON

A chairperson of a general meeting is impartial and objective and should lead the meeting through the agenda as efficiently and fairly as possible.

The chairperson of a committee, for example, education, shop/staff stewards, is also impartial but has a SPECIFIC objective. It is her/his duty to ensure that the committee discharges its assignment speedily and correctly. The committee chairperson must take the lead as the committee usually succeeds in direct relationship to the leadership abilities of the chairperson.

ROLE OF THE CHAIRPERSON

What is the chairperson

A chairperson is someone chosen by members of a body to preside over and regulate meetings. Union constitutions say that the chairperson **MUST** be a member of the union over whose meetings he/she presides.

Who may act as a chairperson

Any person who has been duly elected may act as chairperson provided that no disqualifying factors exist surrounding his/her election or his/her membership.

What are the chairperson's functions?

The chairperson's functions are to regulate the proceedings of meetings and to ensure that legal requirements are observed regarding the convening and holding of a meeting.

The election of the chairperson

(a) Who shall preside over the meeting:

if there is no person presiding over the meeting, it is invalid and any decisions taken under such circumstances have no force or effect. If at the time appointed for the holding of a meeting, there is a chairperson present, the members shall from the participants elect a person to chair that meeting.

(b) How to conduct the election of a chairperson

if the chairperson presides over his/her own election, his/her appointment is invalid. It is essential therefore when electing the chairperson that the meeting is presided over by someone other than the person or persons nominated for chairperson. The best way in which this can be achieved is to appoint a neutral person to chair and to conduct the meeting for as long as it takes to elect a chairperson.

Chairperson's powers and duties

In order to be able to exercise his/her function, the chairperson is vested with certain powers and duties. Whenever the chairperson is in doubt as to how to exercise his/her powers or duties, he/she should consult the constitution and the meeting, as it is from the meeting and the members from whom he derives his powers.

What are the chairperson's powers and duties?

- (a) must ensure that his own appointment is in order and that he/she does preside over meetings of the union
- (b) must ensure that meetings are properly convened and that the meeting is valid before permitting proceedings.
- (c) has the right to determine who shall speak on a motion and shall protect the speaker, i.e. shall ensure that whoever has the floor is not interfered with by others eg. heckled, interrupted, etc. and that all opinions are given equal opportunity to voice their views.
- (d) shall ensure that matters are brought to a vote once discussion has been exhausted.
- (e) shall rule on any emergent questions, for example, if any member at the meeting desires an interruption on a point of procedure the chairperson

has the power to give a ruling.

- (f) shall regulate the speakers by ensuring that they keep within the scope of the motion and that they do not anticipate items on the agenda.
- (g) shall decide on points of order which may be raised
- (h) shall have the power to preserve order at a meeting. At a meeting he/she may on his/her own authority expel persons from a meeting.
- (i) where proceedings are rendered impossible because the control over the meeting is out of hand the chairperson may adjourn the meeting without securing a resolution to this effect.
- (j) has the power to sign the minutes of the meeting as a correct record usually after obtaining the consent of the meeting to do so.

How to initiate and encourage helpful contributions

- PROMPT people to give new and relevant ideas and information
- Attempt to CLARIFY example. "I wonder if you could just explain again what you meant by . . ."
- Attempt to help other to EXPRESS themselves eg. "James were you trying to say that . . ."
- Attempt to HARMONISE ie. reconcile disagreement.
- Try to get people to COMPROMISE, to give way on a point of view so as to allow the discussion to move on.
- Seek RELEVANT INFORMATION eg. "Ernest, you have experience of . . ."
- Keep COMMUNICATION CHANNELS open eg. by accepting that on one particular point two people do NOT agree and draw attention to other areas where they can agree.

SUMMARISE at the end of each item of discussion, draw together all that has been said and repeat it to the group for their confirmation and acceptance.

TEST for agreement, see if the meeting is ready to make a decision.

How to discourage unhelpful contributions

The chairperson is obliged to control

IRRELEVANCIES — statements that do not assist the meeting to solve problems before it or help it to become effective

QUARRELLING — disagreement at an emotional level, in which people are not persuading each other to change opinions.

COMPETITION — people trying to score points off others or trying to prove their value.

CONSTITUTION

What is the constitution?

The constitution is the set of rules which govern the objects of the organisation and also aspects of its administration such as for example membership, voting rights, office bearers, quorum, length of notice to be given, expulsion, audit of books of account, etc.

Must a union have a constitution?

There is no statutory requirement for a voluntary association of persons to have a formal constitution. They can develop their rules as they go along. It is however, desirable to have a set of written rules as this would eliminate possible friction amongst members if a difference of opinion arises.

Can a constitution be amended?

Circumstances change from time to time. Therefore the constitution should contain a clause setting the rules to be observed for its alteration, eg. by passing that would be defined as a "special resolution". Failing this, a majority of the members

SUB-COMMITTEE

The members in a general meeting or the National Executive Committee can appoint a special sub-committee to handle a particular issue.

Example: Dispute, Education

The sub-committee can be either a standing sub-committee or be appointed on an ad-hoc basis. An ad-hoc committee would discharge its purpose, example special investigation, and thereupon it ceases to exist. A sub-committee is answerable to the authority from whom it derives its powers.

To whom does a sub-committee report?

A sub-committee derives its powers from the members of the body and as such must report to them.

OFFICE BEARERS

Who are the office bearers?

The persons who are usually regarded as the office bearers of a body are the:

Chairperson	Treasurer
Vice-chairperson	Secretary

It may be that the body has a president and vice-president. In such cases they commonly fill the roles of the chairperson and vice-chairperson. Other examples of office bearers are the public relations officer, assistant secretary etc.

What is their term of office?

Unless specific provision to the contrary is made in the constitution, the term of office of the office bearers is from their date of appointment until the conclusion of the next annual general meeting.

How are the office bearers elected?

Nominations for office bearers have to be made in accordance with the constitution of the body. If, however, the constitution is silent then at the meeting at which the elections is to take place any member can make a nomination. Nominations do not have to be seconded but it is desirable for this support to be obtained.

It is suggested further that, prior to proceedings to vote on the nomination, that the acceptance of the nominee of his willingness to serve be obtained. Unless the constitution requires a particular degree of support to carry out the election an ordinary resolution, ie. majority vote, will suffice.

Can more than one appointment be made in a single resolution?

It is competent for the meeting to agree to this motion provided that no one speaks in opposition. If there is some objection voiced (regardless of the fact that if when it comes to the vote, all those voting may vote in favour) then the election would be invalid. The appointment of office bearers must then be made by passing individual resolutions where majority vote will prevail.

May office bearers be removed before the expiry of their term of office?

The office bearers derive their powers and appointments from the members. Thus, if the members no longer want a certain person to be an office bearer, they may remove him simply by passing an ordinary resolution at a general meeting. The members may effect this removal at any general meeting called for that specific purpose.

Resignation by office bearer

Where any office bearer voluntarily resigns from his office appointment ceases forthwith.

If any person resigns his membership of the body it follows that this would automatically terminate his appointment as an office bearer.

Are office bearers entitled to any remuneration?

There is no legal necessity to pay any office bearer any form of remuneration for services rendered to the body.

If however, the constitution provides that office bearers may be remunerated then payment may be made but usually the amount is determined by the members in general meeting.

May the body remunerate its office bearers?

Yes, this may be done. It is quite common for certain bodies to pay office bearers ex gratia payments often referred to as "Honoraria".

PRESIDENT

1. The President shall preside at all meetings at which she/he is present, enforce observance of the constitution of the union.
2. Sign minutes of the meetings after confirmation.
3. She/he shall endorse all accounts for payment after approval of the National Executive Committee and can sign cheques on the banking account of the union.

4. She/he shall not have a deliberative vote but shall, in the event of equality of voting, have a casting vote.
5. The President shall liaise regularly with the General Secretary to ensure the union's constitution is adhered to.

VICE-PRESIDENT

1. The Vice-President shall exercise the powers and perform the duties of the President in the absence of the latter.
2. He/she shall assist the President in discharge of his/her duties.

GENERAL SECRETARY

1. The General Secretary is the senior administrative officer of the union.
2. She/he serves at the direction of and is responsible to the membership.
3. She/he recommends and participates in the formulation of new policies and makes decisions within existing policies, as they have been approved by the general membership.
4. She/he interpretes and carries out decisions of the National Executive Committee, within the guidelines of the union's constitution.
5. She/he plans, organises, directs and co-ordinates any staff to ensure the needs of the members are met.
6. She/he maintains effective internal and external relationships.
7. She/he provides management and leadership to achieve forward planning and constructive growth of the union.

ADMINISTRATION

- (a) The General Secretary shall conduct all head-office correspondence of the union, keep originals of letters received and copies of those dispatched.
- (b) She/he shall at each meeting of the Executive Committee lay on the table correspondence which has taken place since the previous meeting.
- (c) She/he shall attend all Executive committee meetings and record minutes of the proceedings but shall have no voting power at such meetings.
- (d) She/he shall issue official receipts and submit reports in regards to the financial position of the union to the National Executive Committee.
- (e) She/he shall decide on all matters of procedure on which this constitution is silent.

TREASURER

- (a) The Treasurer shall maintain general supervision over the finances of the union.
- (b) The Treasurer shall liaise regularly with the General Secretary to ensure that the provisions of the union's constitution regarding finance is complied with.
- (c) A monthly income and expenditure statement should be distributed and approved at meetings.
- (d) An audited statement must be presented to the membership annually. If necessary, explain items listed on the audited statements to the membership.
- (e) The Treasurer shall sign all cheques on the banking account of the union.
- (f) The Treasurer shall make sure that as broad a range of members as possible

sees and understands the union's finances.

- (g) The Treasurer should during a union seminar, explain to the membership "How your subscriptions are spent during the year" and where funds come from if any for the union.

RECORDS OF MEETINGS:

1. Minutes

1.1 What are the minutes?

Minutes of a meeting are a record of the meetings held and proceedings and include a record of decisions taken by the members.

1.2 Is there a legal necessity to keep minutes?

In common law there is no legal requirement that minutes be kept of meetings.

It is recommended, however, that somebody keeps minutes of meetings as this is more efficient than having to rely on memory.

1.3 In what form must minutes be kept?

There is no laid down rule regarding the format of keeping minutes. The usual form is to record the minutes in a bound book with pre-numbered pages either by direct entry or by typing the minutes and then pasting them into the book.

1.4 Who is responsible for keeping the minutes?

The General Secretary of the union is the office bearer normally charged with the responsibility of keeping the minutes and safeguarding the minute book and other relating records.

1.5 Who must sign the minutes?

The chairperson who presided over the meeting has the power to sign the minutes thus accepting these as a correct record of the proceedings at the meeting.

The chairperson may sign the minutes at any stage after the meeting.

As a matter of practice this is done at the meeting after the minutes have been read or taken as read.

1.6 Must the minutes be read at the next meeting?

Yes. A practice has however evolved whereby the minutes are circulated prior to the meeting and at the meeting a proposal is then made that the minutes be taken as read.

This may be done provided that there is unanimous agreement — if a member does not agree then the minutes must be read.

1.7 May a member demand that the minutes reflect his/her dissenting vote?

Any member who has voted against a resolution who wishes that the fact that she/he voted against the resolution be recorded in the minutes is entitled to make this demand.

The chairperson is under obligation to see to it that the demand be met.

Specimen Minutes

- Type name of union first
- Minutes of the (state name of the body) held on (day) (place) (time)
- Present
- Apologies
- Opening
- Alterations to the agenda (if any)
- Minutes
- Correction to the minutes (if any)
- Adoption of minutes
- Matters arising from the minutes
- General Secretary's report
- Financial report for the period before the meeting
- General
- Closure

Whenever the meeting has been adjourned for whatever reason it is customary for the secretary to send out fresh notices for the continuation meeting.

AGENDA

An agenda is a prepared list of items to be discussed and decided upon by the meeting. The agenda provides the objectives of the meeting.

May the sequence be deviated from?

The meeting has the power to vary the sequence of the items which appear on the agenda. (The chairman does not have the authority to take this decision, only the majority of the members present can do so.)

How specific must the agenda be?

Whilst the agenda as stated is a list of items to be transacted, every care must be exercised to ensure that the business falls within the scope of the notice and the agenda.

For example an agenda may read:

- "6.
7. To consider subscriptions
8."

This does not adequately convey to the member a reasonable idea of the business to be transacted. A more acceptable presentation would be:

- "6.
7. To consider a proposed increase in subscriptions from R1,50 to R2,50.
8."

Who is required to draw up the agenda?

In practice the agenda for the meeting would be drawn up by the secretary in consultation with the chairman.

Must a decision conform with the agenda?

In the example given on the previous page it would be competent for the meeting to pass a resolution to increase the subscriptions. The meeting is not able to go beyond the scope of the notice and the agenda and pass a resolution e.g. joining fees.

Must every item on the agenda be dealt with?

Not necessarily. The meeting can agree to bypass any item on the agenda when it is considered to be in the best interest of the meeting not to transact that business.

Specimen Agenda for:

- (1) Conference
- (2) General Meeting
- (3) Shop Stewards Branch is usually written on the union letterhead.

Conference Agenda:

Welcome and introduction

- (1) Opening
- (2) President's address
— Guest speaker (if any)
- (3) Minutes and matters arising from last conference
- (4) General Secretary's reports
- (5) Financial reports (audited financial statements)
- (6) Amendments to constitution (if any)
- (7) Resolutions
- (8) Elections
- (9) Closure

General Meeting Agenda:

Welcome and introduction.

- (1) Opening
- (2) Minutes and matters arising
- (3) Reports —
General Secretary
Regional/Branch offices

- (4) General and closure.

Shop Stewards Branch:

- (1) Opening prayer and singing
- (2) Report back on issues discussed at last meeting
- (3) Other items
- (4) Closure

Specimen of Attendance Register:

Type on union letterhead.

Date Nature of meeting

Name and Surname Company/Mine Signature

Specimen Notices:

1. Type notice of meeting on union letterhead.
2. Dear Colleague,
re: National Executive Committee meeting
Annual General Meeting
General Meeting
Shop Stewards Committee meeting
Shaft Stewards Committee meeting

Notice is here given that of the union will be held
on Day, Date, Place, Time.

The agenda will be as follows:

- 1.
- 2.
- 3.
4. etc.

Yours fraternally,

General Secretary

can always pass a resolution to alter the constitution at a properly convened meeting. Frivolous changing of the constitution to suit the whims of each incoming committee should be avoided.

QUORUM

What is a quorum?

A quorum is the minimum number of members who are entitled to attend and vote at a duly convened meeting in order that decisions taken at the meeting may be valid and binding on all members. The number of members required to form a quorum would usually be specified in the constitution.

What if the constitution does not specify a quorum?

If the constitution is silent on the question of a quorum then a simple majority of the members of the union have to be present in order to form a quorum. Thus if there are 200 members in a union, 101 (50 per cent plus 1) of these have to be present at the meeting before valid decisions may be taken.

What quorum applies to a committee?

If when the committee was appointed no quorum was stipulated, ALL the committee members must be present at a meeting to validate decisions taken. The fact that an absent committee member has submitted his apology either verbally or in writing does not alter this requirement.

Must the quorum be maintained throughout the duration of a meeting?

In common law the quorum must be present for the duration of a meeting. Where, however, there is a constitution which makes provision for a quorum, care should be taken in interpreting the wording of the particular clause. If the wording reads, ". . . the quorum of . . . members MUST BE PRESENT when the meeting PROCEEDS TO BUSINESS . . ." the interpretation is interesting. It has been decided by a judge that if the quorum was present when the meeting "proceeded to business," began, then any decision taken subsequently when the number of members present fell below the stipulated quorum were nevertheless still valid.

What happens if the number of members present falls below the quorum requirement?

No business may be validly transacted without a quorum and the meeting should

adjourn. Any member can bring about the adjournment of a meeting under these circumstances by raising a point of order. The exception to this rule occurs in the case where the constitution of the union provides for such circumstances.

Non-members present at a meeting

Under no circumstances can a person who is not a member of the body (regardless of an invitation to attend) be counted as part of a quorum.

Members under voting disability

Where a member who is entitled to be present suffers from a voting disability (eg. debarred from voting for non-payment of subscription) attends a meeting, he may not be counted in the quorum.

May a meeting transact business when a quorum is not present?

When there is no quorum present a meeting cannot proceed.

What action could the chairperson take if no quorum is present?

If at the time appointed for the holding of a meeting there is no quorum present, the chairperson could take the following action:—

- (a) Ask those present to wait for a reasonable period in the hope that other members may arrive so that ultimately a quorum is in fact achieved. This time is often laid down in the constitution.
- (b) If there is still no quorum present after the period of waiting, postpone the meeting.
- (c) Permit informal discussion by those present of the understanding that no motions are put or resolutions are taken.

What quorum is needed to pass a special resolution?

Reference must be made to the constitution of the union to determine if a particular attendance is needed in order for the meeting to be able to pass a special resolution. Where provision is made in the constitution, the usual requirement is that at least a quarter or a third of all members be present at the meeting.

NOTE:

The chairperson should exercise care on the important aspect of a quorum. If for instance a meeting is convened for the purpose of passing a number of resolutions, one of which is a special resolution, the chairperson should not overlook the fact that the normal quorum would apply where ordinary resolutions are to be passed but that he/she should satisfy him/herself that the (usually) larger quorum is present when the meeting proceeds to pass the special resolution.

BASIC RULES OF ORDER – MOTIONS

What is a motion?

A motion is a proposal put to the meeting for a decision by the members.

May a motion be withdrawn?

It is permitted to withdraw a motion but the consent of the proposer (and seconder) is needed.

What rules regarding motions must be observed?

Any motion which is proposed must fall within the scope of the notice and the agenda. It must also be within the powers and the objects of the union. Motions should be free of ambiguity.

Motions to review and rescind

It is competent for a meeting to pass a resolution on the basis of review and rescind. This means

- (a) a decision may be taken at a meeting
- (b) its effect can be monitored over a period of time, and
- (c) after the monitoring phase, if it proves that an incorrect resolution was taken it can then be rescinded at a subsequent meeting.

Can a motion be withdrawn once a decision has been reached?

Certainly. Anybody can pass resolutions and amendments to resolutions. However, if a decision (resolution) is taken at a meeting it may not later be retracted at the same meeting. It is in order to retract or pass an amendment at a subse-

quent meeting.

COUNTER MOTION

What is a counter motion?

A counter motion is a motion which is put to the meeting with the express intent of taking the place of a proposed motion and so rendering that motion redundant.

Who may put a counter motion and when?

Any member may propose a counter motion and this must be put immediately the main motion has been introduced but **BEFORE** debate on that motion has begun.

PROPOSER

Who is a proposer of a motion and what are his/her rights?

The member who introduces a motion for discussion and decision by the meeting is the proposer. The member on introducing his/her motion is allowed to speak on his/her motion before the chairperson then allows further discussion from the floor. Immediately prior to vote on the motion, the proposer is customarily allowed a right of reply.

In using the right of reply the proposer is permitted to summarise the arguments for and against the motion but she/he is not allowed to introduce fresh arguments. The right of reply falls away when certain formal motions are put.

SECONDER

Is there a need for a seconder of a motion?

In common law there is no need for a motion which has been proposed to be seconded. The rules of the union may, however, require a seconder.

What are the seconder's rights?

The seconder of any motion of amendment may not speak on the motion beyond formally seconding it.

What if rules require a seconder and none is to be found?

If a motion has been proposed, but not seconded when required, the meeting cannot proceed to discuss the question let alone a decision. The absence of a seconder indicates a complete lack of support. The chairperson under such circumstances should ask the proposer to withdraw his/her motion.

QUESTIONS BEFORE THE MEETING

What is a question before the meeting?

Once a motion has been properly proposed (and seconded where required) the meeting may proceed to discussion. At this stage the motion becomes the question before the meeting. When the question is decided, ie. voted upon it becomes, if accepted, the resolution. Thus the sequence is:

Stage One: Motion

Stage Two: If ACCEPTED then a resolution

Stage Three: If DEFEATED then a dropped motion.

Discussing a motion

1. The proposer speaks first.

He says: Mr. Chairperson, I propose a motion that and tells the meeting why they should agree to him/her.

2. The chairperson may propose or speak to a motion but he must leave the "chair" and another member should take over. The chairperson's remark will be better received from the floor rather than from the chair.
3. The chairperson will then invite other members to put their views.
4. The chairperson will ask for someone to second the motion. The seconder says: Mr. Chairperson, I second that motion . . . she/he need not say anything else.

5. The chairperson chooses who is to speak — members must address the chair — NOT EACH OTHER. Members may speak for or against the motion as they are recognised by the chairperson. The chairperson should alternate speakers for and against a motion. No one should speak twice on the same motion. Members who seldom participate at meetings should be given preference over members who speak frequently.
6. When the chairperson feels that the discussion is complete, he/she asks the proposer to reply to the discussion if he wishes. After the proposer's second speech the chairperson calls for a vote, usually by a show of hands or all those members in favour of the motion say "Yes" all those not in favour to say "No".
7. After the count the chairperson will declare whether the motion is accepted or rejected by the house. If the motion is accepted it is a RESOLUTION which binds the meeting. If it is defeated then it is dropped.
8. Equal numbers of votes for or against the motion mean that the motion is defeated.
9. The chairperson does have the right to a casting vote, often given one by standing orders.

Amendments

1. Before the voting on the motion under discussion, one or more amendments may be proposed.
2. An amendment to a motion under discussion is a proposal that the wording of the motion be altered.

Example:

The original motion could read that the National Executive Committee investigate the possibility of purchasing 4 buses.

Another member may want to amend the motion. He says: "I propose an amendment changing the words "the National Executive Committee to

General Secretary".

3. No amendment to a motion can be negative.

Example:

An amendment not to investigate the possibility of purchasing the 4 buses would be out of order.

4. An amendment is proposed by a proposer seconded discussed and voted on.
5. If the amendment is passed, then the wording of the motion under discussion is altered accordingly.
6. The altered motion is then the main motion.

RESOLUTIONS – Ordinary

What business requires an ordinary resolution?

Any business other than a constitutional amendment can validly be transacted by passing an ordinary resolution.

What support must be obtained?

In order to carry an ordinary resolution a majority of these voting must agree the resolution ie. if 100 members vote then 51 (50 per cent plus 1) must be in favour of the proposal.

What length of notice is required?

The period of notice must comply with the constitution. If the constitution is silent on this aspect then the notice must be due and adequate.

Specimen of ordinary resolution?

- (a) The following resolution would be passed to appoint signatories to the banking account.

"It was RESOLVED that the signatories to the banking account by any two of the chairperson, vice-chairperson, Treasurer or Secretary".

NOTE:

Do not nominate persons by name in this type of resolution because when the committee changes it is necessary to again resolve the signing officials.

- (b) The next specimen resolution deals with approving accounts for payment. "It was RESOLVED that the accounts listed in the Treasurer's report dated -/-/19--, a copy of which is attached to these minutes, be accepted.

NOTE:

Minute books do not have to comprise only minutes. Where a report (as above) or perhaps a contract is involved it is quite common practice to gum these into the minute book to identify more accurately the business of the meeting.

SPECIAL RESOLUTION

What business requires a special resolution?

A special resolution is one which deals with any special issue.

How must a special resolution be passed?

The manner of passing a special resolution will be specified in the constitution. Usually provision is made that a larger quorum eg. 1/4 or 1/3 of all members must be present at the meeting and that at least 2/3 or 3/4 of these present have to vote in favour of the resolution in order for it to be carried.

What length notice must be given for passing a special resolution?

As has been stated under "Notice" the length of notice must be due and adequate ie. reasonable. It is submitted, however, that in view of the importance of the business of passing a constitutional amendment that notice be given to all members at least 21 clear days before the meeting. This requirement is usually contained in the constitution.

NOTE: Answers to enquiries, announcements of votes, replies to questions are not decisions or rulings by the chairperson and cannot be appealed against.

REQUESTS

A request is not a motion or speech. It is merely a question asked by anyone who feels that he/she must have that question answered in order to be able to follow or take part (participate) in the proceedings.

The most common requests are:

- (1) for information
- (2) parliamentary inquiry.

Request for information

A request for information may be made at any time, by any member, may interrupt a speech if necessary and is dealt with immediately. The information required must be relevant to the business out of which the request has arisen. The chairperson must guard against frivolous questions or questions which convey opinions. Courtesy and common sense should rule.

EXAMPLE:

The Treasurer is making a report.

A member interrupts, the Treasurer sits down.

A: Mr. chairperson, I rise for information.

Chairperson: What is the information you require?

A: states the information required.

The chairperson directs the Treasurer to answer or answers himself. The report is then continued.

PARLIAMENTARY INQUIRY

An inquiry may be made at any time, by any member, may interrupt any speech and takes precedence over the pending business.

The inquiry must be confined to questions of rules or procedure. An inquiry clarifies a point of procedure for a member of the meeting by briefly interrupting business.

RIGHT OF REPLY

General Comments

The person who put the motion before the meeting, i.e. the proposer, usually has the right of reply. The right of reply, if exercised by the proposer of a motion, must be immediately before the meeting proceeds to vote. The proposer may summarise the stated arguments for and against the motion but may not introduce any fresh arguments. The right of reply can fall away as a result of certain formal motions.

When is there no right of reply

It is important to note that the proposer of an amendment to a motion does not have the right of reply.

Specimen Resolution:

SUBJECT:

(The topic of the resolution eg. Overtime/child care)

MOTIVATION:

The reasons why the resolution is suggested.
Now, therefore resolve

RESOLUTION:

The full-text of the resolution

SPONSOR:

Name of the union — Proposer
— Secunder

AMENDMENTS

What is an amendment?

An amendment is an adjustment to a motion under discussion and may comprise any or all of:

- deleting words from the motion
- adding words to the motion
- deleting some words and adding in other words to the motion
- altering the sequence of the existing wording of the motion.

Who may propose an amendment?

Any person may propose an amendment to a motion provided that he/she has not already spoken (either for or against) on the motion under discussion.

Must there be a seconder to an amendment?

In common law no seconder is required. However, if the rules require a seconder to a motion then a seconder would also be required in the case of an amendment.

POINTS OF ORDER

What is a point of order?

A point of order is the method of drawing the chairperson's attention to an alleged irregularity in the proceedings of the meeting.

On what ground may a point of order be raised?

- There is no quorum present
- The speaker is using unseemly language
- There is no question before the meeting, ie. no motion has been proposed
- The meeting is discussing a motion which has not been seconded when the rules require this to have been done
- The motion being discussed is outside the scope of the agenda or the notice
- The motion being discussed is against the constitution of the union
- The speaker is deviating from the subject or is anticipating subsequent agenda items
- There is a breach in the generally accepted rules of debate
- Some other provision of the union's constitution is not being observed.

Who may raise a point of order?

Any person present who is entitled to participate in the proceedings may raise a point of order.

How is a point of order to be raised?

When any person notices that there is an irregularity in the proceedings he shall forthwith (without waiting for the speaker to finish his speech) rise and say "Mr. Chairperson, I wish to raise a point of order". The speaker who was speaking shall immediately resume his seat, and the chairperson must find out the grounds for

raising the point of order (from the person who raised it who should still be standing). Having heard the ground for the point of order the chairperson shall evaluate the validity of the objection. If he agreed that the point of order is valid he shall direct remedial action. If however the chairperson decides that the point of order is not valid he/she shall inform the objector accordingly and the meeting shall take up where it left off when it was interrupted.

Is there a limit to the number of times a point of order may be raised?

There is no limit to the number of times any member or members may raise a point of order. The chairperson should take care however that obstructionist members do not abuse this device.

AN APPEAL FROM A DECISION OF THE CHAIRPERSON

An appeal from decision of the chair can only be made immediately after the chair has given any ruling or decision. It can be made by any member present at the meeting, who disagrees with the chairperson's ruling. An appeal from the decision of the chairperson requires a "second". The meeting will then have the opportunity to decide. The appeal may not be debated if the point of order from which it arose refers to disorderly conduct, speaking of the question or other minor matters.

EXAMPLE: The chairperson has just ruled a member's amendment out of order as being:

- A. "I appeal from the decision of the chairperson"
- B. "I second that"

CHAIRPERSON: This is a matter of some importance and I shall allow debate on the appeal. Would "A" give his/her reasons for appealing?

DEBATE THEN FOLLOWS:

Chairperson: "I now put the above matter to the vote. All those in favour of the chairperson's decision say YES . . . those against say NO.

Immediately upon the decision on the appeal, the order of business is resumed. The chairperson returns to the chair regardless of the decision sustained or over-ruled.

EXAMPLE

A: rises and interrupts.

B: immediately sits down

A: Mr. chairperson, I rise to an inquiry

Chairperson: would I be in order to move to postpone this question.

Chairperson: No, you may move to postpone only when you are recognised you may not interrupt a speaker.

A then sits down and B continues.

QUESTION OF PRIVILEGE

This may be raised by a member at any time and may interrupt a speaker if necessary.

It is used by a member on the meetings, on his/her own behalf. If used on behalf of the meeting it relates to the privilege, that is, the rights of the members as a whole and includes such things as seating arrangements, ventilation, lighting, in-audibility of speaker, disorderly conduct, smoking etc.

EXAMPLE:

A speech is in progress. 'A rises and interrupts the speaker who sits down.

A: Mr. Chairperson I rise to a question of privilege"

Chairperson: "State your question"

A: "It is difficult to hear the speaker"

The chairperson asks the speaker to speak louder and the speaker then continues as directed.

If the question is raised on the member's own behalf it will relate to such things as a mis-quotation, an untrue or slanderous statement or any personal remark to which the member takes exception.

EXAMPLE 2:

A speech is in progress.

Speaker: I would like to remind you that the mover of this motion in his opening

remarks accused members of Finance Committee of being a bunch of liars .

B interrupts the speaker who sits down.

B: "Mr. Chairperson I rise on a question of privilege".

Chairperson: "State your question"

B: "I object to the speaker's last statement I merely said that some people might have doubts about the sincerity of that committee's report".

Chairperson: "Your point is taken. Will the speaker please CORRECT himself/herself".

The speaker apologises to the chairperson, never to the members, and continues as directed.

VOTING

Methods of voting

There are several methods of voting which can be used to determine the outcome of a motion. Each has its own advantages and suitability for the occasion, and the chairperson should exercise care in the selection of the method employed.

Voting by acclamation

This is perhaps the most usual method of voting but should only be used on issues which do not appear to be contentious. The main advantage is that it is quick.

How to vote by acclamation

When a motion is ready to be voted the chairperson will direct that those in favour say "Yes" and that those against say "No". The members will then simultaneously say either "Yes" or "No". The chairperson will judge on the volume if the resolution is carried or defeated. It can be seen that the chairperson should not use this method of voting if it appears that feelings are divided because accuracy of voting cannot be ascertained. If any member is unhappy with this method he/she can demand a more sophisticated method of voting eg. show of hands, division or poll.

Voting by show of hands

This is also commonly used method of voting and is more definite than voting by acclamation.

How to vote on a show of hands

The chairperson will direct that those in favour raise their hand and these will be counted, usually by the secretary. Those in favour will then be asked to drop their hands and those against the motion to raise theirs. These will then be counted and the totals for and against compared whereupon the chairperson will announce the result. The chairperson is not obliged to announce the exact number of votes for and against. He/she merely has to announce if the motion has been carried or defeated. If the member is not satisfied with this method employed in taking the vote he/she can demand a division or a poll. In voting on a show of hands, inaccuracies can arise in that members may vote twice (or put up both hands) or hands may be inaccurately counted.

Voting by division

This is a method of voting which is encountered in meetings such as in Parliament, Provincial Councils or Municipalities but is, however, not restricted to those bodies.

How to vote by division

When a division is called for and accepted the division bell is rung. This permits members who are not in the meeting room to return for the voting. When the bell stops ringing the doors to the meeting room are locked and only those present are permitted to participate in the voting. Those in favour will move to one side of the room and those against to the other. Their voting will be recorded as will the names of the absent members. It can be seen that in a division greater accuracy can be achieved as compared with voting by a show of hands.

Voting by a ballot

Where several candidates have been nominated for a particular appointment eg. chairperson and only one appointment is to be made, the manner of deciding the issue will be by a ballot.

How to vote by ballot

Let us assume that five people have been nominated for a particular appointment. Firstly, each member entitled to vote will receive a blank slip of paper from scrutineers appointed by the chairperson. The chairperson will then explain the procedure, telling members that they may write on their ballot paper the name of the person they wish to be appointed. Only one name may be written on each ballot paper and if more than one name appears the paper will be considered spoilt.

Sometimes the names of all the nominees are printed on the ballot paper with a space to the right of each name. The voter will place a cross in the block to indicate his choice.

Once members have had the opportunity to vote the ballot papers will be collected by the scrutineers in a suitable receptacle. The scrutineers will then sort the ballot papers per person for whom the vote has been cast. These papers will then be counted and the total votes for each candidate added she/he merely announces the name of the person who is duly elected by a majority of votes. If it should happen that the result of the ballot is not conclusive (say 3 of the original 5 candidates received the same number of votes) then the ballot will be repeated, but this time eliminating the two less popular choices. This will continue until such time as a clear winner emerges.

Voting by a poll

This method of voting is similar to voting by a ballot but the major difference is that the voting is conducted only once on any issue, ie. if a clear decision does not emerge then the matter will be dropped. Alternatively, when a state of equality in votes for and against a motion on a poll is reached the issue could be decided by the chairperson's casting vote where such a vote is expressly given in the constitution. In special cases, eg. company meetings, voting is often conducted on a poll because each member's vote would be weighed in accordance with his shareholding in the company.

What is a unanimous vote?

If with one voice the meeting agrees the resolution is said to have been carried unanimously. It is worth noting that a unanimous vote is where

- (a) all agree to the resolution, and
- (b) everyone has spoken in favour of the resolution. Where the vote on a motion reflects that, disregarding abstentions, every person who voted in favour in spite of there being opposition voiced in the discussion stage, the resolution is said to have been carried. Where a vote results in everyone who has voted being in favour and that no one has spoken against the motion in the discussion stage, the resolution is said to have been carried. Where a vote results in everyone who has voted being in favour and that no one has spoken against the motion in the discussion stage, the resolution is said to have been carried *nem con* (*nemine contradicente*), i.e. without opposition.

ADJOURNMENT

May a meeting adjourn and for how long?

Any meeting may adjourn provided that a majority of those present agree to the adjournment. The adjournment may be a short one such as a recess for tea or it may be for a longer period as the chairperson may direct eg. one week hence. It is possible for the chairperson to adjourn the meeting sine die (without setting a date). In such cases of longer periods of adjournment it will be necessary for the secretary to issue a fresh notice.

Can a member demand an adjournment?

No. All the members can demand is that the motion to adjourn be put to the meeting.

What if the chairperson wrongly adjourns the meeting?

The chairperson has, under certain circumstances, the power to adjourn a meeting. In all other cases the chairperson must obtain the consent of the meeting to adjourn. If the chairperson wrongly adjourns the meeting, the members present provided they are sufficient in number to form a quorum, may elect one of their own number to be chairperson and carry on with the meeting.

CHECKLIST FOR ELECTION

1. Inform membership of forthcoming elections by printing notices.
2. Select day, time, venue, acceptable to membership. If elections are conducted at factory premises, arrange and inform management of elections.
3. Distribute nomination forms.
4. Members standing for elections and voting must be members in good financial standing.
5. Members standing for elections, should have their photos taken before elections. Photos of members standing for elections is important as it assists members who cannot read and write, to vote.
6. Collect nomination forms with photos.
7. Copy of union constitution.
8. Supervision and running of elections must be done by other members or union officials.
9. Stationery required for election day
 - union letterheads — to print results on

- boxes
- photos
- voting slips
- cellotape, pens and scissors
- application and stop order forms
- computer sheet or membership list to check membership

SCRUTINEERS

What is a scrutineer?

A scrutineer is a person appointed by the chairperson or elected by the meeting to attend to several matters in regard to voting and to see that malpractices are not carried out.

What are a scrutineer's duties?

A scrutineer will assist in:

- distributing voting slips
- collecting completed voting slips
- sorting out and counting the votes
- determining if a voting slip should be regarded as a spoilt paper
- once the result of the voting has been ascertained the scrutineer will convey this information to the chairperson.

Can anyone be disqualified from acting as a scrutineer?

Anyone appointed or elected can act as a scrutineer. Usually two or more scrutineers are appointed, one who appears to be in favour of the motion and one who appears to be against. In this way one scrutineer will serve as a double check on the other thus eliminating any possible biased action by any one of them.

MULTI-LANGUAGE MEETING

Members must be free to use whichever languages are most convenient for them. This will work if members have sufficient working knowledge of the other members language to understand and are given an opportunity to ask for clarification.

If members do not speak the same language then it is important to have inter-

preters who can translate the proceedings simultaneously and correctly.

It is important to note that translators have to convey what is being said. They should not put their own biased interpretation to the speakers intention.

THANKS

One of the most acceptable words in any language is THANKS but it is often forgotten. We fail to express thanks to members in our unions, for their participation and contributions.

Let us remember to THANK and RECOGNISE members/regions/branches in our organisations. This could be done at meetings and conferences.

A round of applause is music to the ears. Remember RECOGNITION MOTIVATES PEOPLE AND GIVES INCENTIVES TO OTHERS.

PROCEDURE AT A GLANCE

TYPE OF MOTION	MUST IT BE SECONDED?	IS IT DEBAT- ABLE	CAN IT BE AMENDED?
Adjourn	Yes	No	No
Amendment	Yes	Yes	Yes
Amendment to amendment	Yes	Yes	No
Appeal from the Chair	Yes	No	No
Commit (Refer)	Yes	No	Yes
Information, Point of	No	No	No
Lay on the Table	Yes	No	No
Motion	Yes	Yes	Yes
Order, Point of	No	No	No
Postpone to Specified Time	Yes	Yes	Yes
Privilege, Point of	No	No	No
Question, the Previous	Yes	No	No
Reconsider	Yes	Yes	No
Suspend Rules	Yes	No	No

- (1) An amendment or an amendment to the amendment is subject to the closure motions only by being attached to the main motion. In other words, if a motion has been moved and then an amendment, someone may move that the matter be tabled and, if carried, both the motion *and the amendment* would be tabled.

PROCEDURE AT A GLANCE

CAN IT BE TABLED?	SIMPLE MAJORITY OR TWO-THIRDS VOTE?	CAN IT BE RECON- SIDERED?	IS IT SUBJECT TO CLOSURE MOTIONS?
No	simple majority	No	No
(1)	simple majority	(1)	(1)
(1)	simple majority	(1)	(1)
No	simple majority	No	No
No	simple majority	No	No
No	does not apply	does not apply	No
—	simple majority	Yes	No
Yes	simple majority	Yes	Yes
No	does not apply	(2)	No
No	simple majority (3)	Yes	No
No	does not apply	does not apply	No
No	simple majority	No	No
Yes	two-thirds		Yes
No	unanimous consent	No	No

(2) A point of order can be reconsidered to the extent that the Chairman's ruling may be appealed.

(3) In order to re-open the question before the specified time, a two-thirds majority is required.

APPENDIX 1

PREPARATION FOR MEETINGS

Facilities and accommodation checklist

It is important to ensure that accommodation and facilities where the meeting is to be held are suitable and comfortable.

Items to check

- (a) Book a suitable venue sufficiently large to accommodate those members expected to attend.
- (b) Arrange for seating, public address system, and if necessary any refreshments.
- (c) Arrange for accommodation, transport and flights for members attending.
- (d) Distribute notice and agenda to members.
- (e) Liaise with chairperson/president regarding persons to be invited — eg.:
 - (i) guest speakers
 - (ii) other unions
 - (iii) federations
 - (iv) other individuals who may be able to assist the meeting.
- (f) Prepare in anticipation nominations and voting forms and arrange for other stationery which may be required.
- (g) Prepare copies of minutes, financial statements and reports BEFORE the meeting.
- (h) Arrange if possible for folders, note pads and pens — depending on the nature of the meeting.
- (i) Reports from unions, regions and branches should be typed and distributed where necessary.
- (j) Resolutions should be formulated, typed and distributed to members.

- (k) Arrange for glasses, water and ashtrays if required for the tables.

AT THE MEETING*

- (a) Have an attendance register/s available.
- (b) Arrange seating so that all members can see each other easily and that everyone hears everyone else.
- (c) Have a copy of the union constitution on hand.
- (d) Have the minute book and financial documents ready. Keep spare copies of minutes, agenda etc.
- (e) That equipment such as chalk boards or flip charts, overhead projector chart paper, pens etc. and transparencies are available if needed.

APPENDIX 2

NOMINATION FORM FOR THE ELECTION OF SHOP STEWARD

We the undersigned, nominate

Mr/Ms
(Full Name)

of
(Selection of the company)

for the election of shop steward

.....
(Name of the company)

1.
(Full Name) (Section)

.....
(Union member) Signature Date

2.
(Full Name) (Section)

.....
(Union member) Signature Date

ACCEPTANCE FORM

I
accept nomination for the elections

.....
(Signature) (Union Member) (Date)

I attach two passport sized photos of myself.

APPENDIX 3

NOMINATION FORM

**FOR ELECTION OF
PRESIDENT/VICE-PRESIDENT/TREASURER/COUNCIL MEMBERS**

We the undersigned, nominate

Mr/Ms
being a member in good standing for election to the National Council

1.
Name Signature

2.
Name Signature

ACCEPTANCE FORM

I,
accept nomination for the elections.

.....
Signature Date

CUSA Offices

- Head Office:** P.O. Box 10928, Johannesburg 2000, South Africa
Tel: (011) 29 8031, Telex 482552.
- Durban:** 1st Floor, Northfield House, 122 Field Street,
Durban. Tel: (031) 304-4401.
- Pietermaritzburg:** 157 East Street, Pietermaritzburg.
Tel: (0331) 5-4642.
- Port Elizabeth:** 13 Print House, Kempston Road, Port Elizabeth.
Tel: (041) 41-3404
- Pretoria:** Willie Theron Building, Bosman Street, Pretoria.
Tel: (012) 26-6242
- Vereeniging:** 725 Union Street, Next to Bosman & Doves
Undertakers.
Tel: (016) 21-2620.
- Potchefstroom:** Shop No.4, Ikageng, Potchefstroom.
Tel: (01481) 7979.
- Newcastle:** 2/4 1st Floor, Commercial Centre, Voortrekker
Street, Newcastle.
- Phalaborwa:** Stadium Furnitures, Stand 3652, Namakgale,
Phalaborwa.

