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Present: Hale, Chamberlain, Smith, O'Neil, Kampf (secretary); proxies: Scott, Ewing, Swerdlow, Lauter, Reagon, Rosemont, Brodhead, Goldsmith.

The Board met to consider the Personnel Committee's recommendations for addressing the current staffing issues.

I. The Resist Board decided that Resist's office operation needs to be restructured. To accomplish this, operation of the office will be put in partial suspension; the funding cycle scheduled for grant proposals for August 6, 1995 will be postponed until September 17, 1995.

II. The Board accepts the recommendation of outgoing staffers that Resist's staff should function as a collective. Given that it is neither desirable nor possible for the Board to supervise the daily operations of the staff, staffers will need the following qualifications in addition to such other functional qualifications as are required for their jobs:

   a) an ability to work collectively, which involves being flexible, being able to work with others, showing good will to coworkers as well as the organization, doing multiple tasks, and being accountable to each other.

   b) willingness to use office tools, keep time sheets, participate in staff meetings, and attend staff-board lunches.

   c) willingness and ability to participate in peer evaluation, a necessary component of collective work.

   d) recognition that the collective needs to be accountable to the Board. This can be done both through board meetings and through Board-staff lunches.

III. NEW STRUCTURE OF STAFF POSITIONS.
There will be two full time staff positions.

   Position 1: Primary responsibility for fundraising and Newsletter
   Position 2: Primary responsibility for grants-management and bookkeeping.
               Secondary responsibility for Newsletter.
               General administrative functions will be shared by the two people in a mutually agreeable fashion.

New job descriptions will be drawn up by the Personnel Committee.

Part-time positions are not expected to be necessary. However, if necessary, staff may bring proposals to hire part-time staff to the Board.
IV. A. The restructuring process will begin May 22, 1995.

B. We are giving employees notice that restructuring will occur over the Summer.

C. Nancy Moniz, who is the only regular employee, will be offered a choice of:

   a. Two weeks of severance pay for every completed year of employment, i.e., 20 weeks. This will run from May 22, 1995 to October 6, 1995.

   b. Moniz may work during all or part of the above period, and receive her normal benefits. In either case, her health care coverage will extend to October 6, 1995.

   c. After October 6, 1995, Moniz will be eligible to apply for unemployment benefits.

D. Stefanie Poggi and Kate Gjellensvård

   If they wish, they can continue to work during the restructuring period.

E. Temporary and full time staff are eligible to apply for the new positions.

F. Nancy Wechsler. After considering the relative costs of a lump sum payment or the subsequent costs of higher unemployment insurance, we will ask Nancy Wechsler not to file for unemployment, and give her a lump-sum payment instead. The lump-sum payment will be, at minimum, equivalent to the total sum of one cycle of unemployment benefits. During the restructuring period and for the remainder of 1995, Nancy Wechsler will be requested to be an inactive Board member, after which she may apply for active status on the Board, if she wishes.
To: Resist Staff

From: Pam Chamberlain and Louis Kampf for the Personnel Committee

In Re: Current Crisis

Date: May 19, 1995

Today we are presenting the results of an emergency Board meeting held May 18. This memo describes the background of our decisions. As you are all too aware, the Personnel Committee and the staff have been struggling with staff/office issues for a protracted amount of time. This has taken a toll on everyone's time, on staff health and productivity, and on the patience and commitment of board members. Two out of the three regular staff have resigned in the past six months. We have had to hire temporary help for all three staff over time and pay for mediation when volunteer Board mediation was unsuccessful. We do not want the situation to have an adverse effect on the grants management, fundraising and newsletter activities that are the core of the organization, and we do not want to let down our faithful donors or the political work we support.

Since it is the responsibility of the Board to manage the health of the organization, the Personnel Committee has been meeting regularly and with increasing frequency over the past few months to figure out what we could do. We feel the crisis at Resist has not dissolved merely because Yana and Wechsler submitted their resignations. The personnel committee believes that the current crisis is the result of a combination of at least three factors: an organizational structure that places great responsibility on the staff to run day to day operations; lack of a director on site; and a lack of flexibility or the capacity among the staff to handle collective decision-making and problem-solving.

We accept our responsibility to alter whatever structural impediments exist that feed into the problems we experience. The Board is unwilling and unable to participate more actively in the day to day running of the office. The Board agrees with staff recommendations that a director is not appropriate for such a small staff. We have decided to restructure the Resist office to place more of a focus on the staff as a collective and to give two staff full time, equal status and full responsibility for the office management. In addition we would further adjust accountability procedures between the Board and the staff to make communication more successful and hopefully to prevent future emergencies of this scope.
We realize this decision has a powerful impact on all of you, and we hope you understand that we on the Board have also been profoundly affected. It is a struggle to maintain an alternative structure in a movement organization, and we ask your cooperation and support as we move through this period of transition.