

---

## Women in Co-operatives

---

*Proceedings*

*from the*

---

## Women in Co-operatives Forum

*7-8 November 1997*

*Moose Jaw, Saskatchewan*

Canadian Co-operative Association, Saskatchewan Region  
Centre for the Study of Co-operatives, University of Saskatchewan  
Manitoba Cooperative Council

Copyright Proceedings © 1998  
Centre for the Study of Co-operatives  
University of Saskatchewan

Copyright individual papers © 1997  
The authors as they appear in the table of contents

All rights reserved. No part of this publication may be reproduced in any form or by any means without the prior written permission of the publisher. In the case of photocopying or other forms of reprographic reproduction, please consult Access Copyright, the Canadian Copyright Licensing Agency, at 1-800-893-5777.

Front cover illustration and design by Byron Henderson  
Interior design and layout by Nora Russell

Printed and bound in Canada by Printing Services, University of Saskatchewan  
07 08 09 / 6 5 4

Library and Archives Canada Cataloguing in Publication  
Women in Co-operatives Forum (1997 : Moose Jaw, Sask.)

Proceedings from the Women in Co-operatives Forum

Conference sponsored by Canadian Co-operative Association, Saskatchewan Region, Centre for the Study of Co-operatives, University of Saskatchewan, and Manitoba Cooperative Council.

ISBN 0-88880-388-5  
ISBN 13 978-0-88880-388-7

1. Women in cooperative societies — Canada.
2. Cooperative societies — Canada — Officials and employees. I. University of Saskatchewan, Centre for the Study of Co-operatives. II. Canadian Co-operative Association, Saskatchewan Region. III. Manitoba Cooperative Council. IV. Title.

HD3424.C3W64 1997 334'.082'0971 C99-920009-7

Centre for the Study of Co-operatives  
101 Diefenbaker Place  
University of Saskatchewan  
Saskatoon SK Canada S7N 5B8  
Phone: (306) 966-8509 / Fax: (306) 966-8517  
E-mail: coop.studies@usask.ca  
Website: <http://www.usaskstudies.coop>

---

## Contents

Forum Agenda	vii
Objectives of the Forum	ix
Foreword and Acknowledgements	xi
Women in Co-operatives: Some Benchmarks	1
Carol Hunter, Information Officer Canadian Co-operative Association	
What Does This Mean to Me?	10
Jocelyn Peifer, Executive Co-ordinator Manitoba Cooperative Council	
Who Is Driving the Bus?	14
Lou Hammond Ketilson, Associate Professor Centre for the Study of Co-operatives University of Saskatchewan	
Strategies for Change	35
Wendy Manson National Farmers' Union	
Support and Defend	40
Alice Brown, Director Calgary Co-operative Association	
Women Hold Up Half the Sky	45
Nial Kuyek, Vice-President, Member Relations Division Saskatchewan Wheat Pool	

Women in the Co-operative Movement Janice MacKinnon Minister of Economic and Co-operative Development Government of Saskatchewan	50
Women in Leadership and Decision-Making Roles in Co-operatives Salome Ganibe, Training and Education Co-ordinator Asian Women in Co-operative Development Forum	54
Asian and Canadian Perspectives on Women in Decision-Making in Co-operatives Laura Vance, Chair, Regina Region Federated Co-operatives Limited	61
Opportunities and Challenges Beth Henderson, President Moose Jaw Co-operative Association	64
Some Thoughts on Public Service Ferne Nielsen, Delegate Saskatchewan Wheat Pool	67
A Career in the Co-operative Retailing System Rita Dumonceau, Manager Ponteix Co-operative Association	74
Women as Elected Officials: Realizing the Vision Kathy Gray, Vice-President Saskatoon Credit Union	79
Youth in Co-ops Nikki Rivière Saskatchewan Co-operative Youth Program	82
Making Changes: What and How? Roger Herman, Saskatchewan Region Manager Canadian Co-operative Association	85
About the Presenters	97
List of Forum Participants	103

## Agenda

### Friday, 7 November 1997

5:00-7:00 pm	Registration
7:00-8:30 pm	"Why Are Women Important to Co-operatives?" <i>Laura Vance, Chair, Regina Region, Federated Co-operatives Limited, and Forum Chairperson</i>  "Women in Co-operatives: Some Benchmarks" — Gender differences in a co-operative context, statistics, and co-operative efforts <i>Carol Hunter, Information Officer, Canadian Co-operative Association, Ottawa</i>
8:30-9:00 pm	"What Does This Mean to Me?" <i>Jocelyn Peifer, Executive Co-ordinator, Manitoba Cooperative Council</i>
9:00 pm	Reception: Hors d'oeuvres and cash bar

### Saturday, 8 November 1997

8:00 am	Breakfast
9:00-10:30 am	"Who Is Driving the Bus?" — Research regarding women in co-operatives; helping and hindering factors, and implications for co-ops <i>Lou Hammond Ketilson, Associate Professor, Centre for the Study of Co-operatives, University of Saskatchewan</i>
11:00-12:30 pm	"Strategies for Change"  Presentations by co-ops/organizations that have studied and implemented strategies to improve the involvement of women  <i>Wendy Manson, National Farmers' Union</i> <i>Alice Brown, Director, Calgary Co-operative Association</i> <i>Nial Kuyek, Vice-President, Member Relations, Saskatchewan Wheat Pool</i>
12:30-2:00 pm	Lunch and Presentation: "Women in Leadership and Decision-Making Roles in Co-operatives"  <i>Janice MacKinnon, Minister of Economic and Co-operative Development Government of Saskatchewan</i> <i>Laura Vance, Federated Co-operatives Limited</i> <i>Salome Ganibe, Education and Training Co-ordinator, Asian Women in Co-operative Development Forum, Quezon City, Philippines</i>

2:00-3:00 pm "Opportunities and Challenges: Sharing Women's Experiences"

Presentations by women in management and in elected positions describing their experiences in co-ops, the opportunities and challenges they face, and the changes they would like to make

*Beth Henderson, President, Moose Jaw Co-operative Association*

*Ferne Nielsen, Delegate, Saskatchewan Wheat Pool*

*Rita Dumonceau, General Manager, Ponteix Co-operative Association*

*Kathy Gray, Second Vice-President, Saskatoon Credit Union*

*Nikki Rivière, Youth Participant, Canadian Co-operative Association*

3:30-4:30 pm "Making Changes: What and How?"

*Roger Herman, Saskatchewan Region Manager, Canadian Co-operative Association*  
*Laura Vance, Forum Chairperson*

---

## Objectives of the Forum

WOMEN ARE UNDER-REPRESENTED IN LEADERSHIP POSITIONS in co-operatives in all areas of the world. Observers notice an absence of women on boards, in management, on committees, at annual meetings and conferences, and in delegations to government. As co-operatives develop strategies to ensure their competitiveness, relevance, marketability, and sustainability, the skills and talents of half the population cannot be overlooked. What can be done to ensure that co-operatives work to improve the lives of both women and men, and truly empower all members through equity, equality, and mutual self-help?

The Forum was convened to help participants learn about strategies for improving the future of co-operatives through the more meaningful involvement of women. It also aimed to help those involved develop a network of colleagues committed to making positive changes for women as members, employees, and elected volunteers in co-operatives. The Forum was intended to serve as a vehicle through which participants could share experiences, challenges, and goals, and hence energize each other through their common commitment to the advancement of women.

---

## Foreword and Acknowledgements

THE IDEA FOR THE WOMEN IN CO-OPERATIVES FORUM AROSE from initial discussions that had taken place over a number of years among co-operators concerned about the under-representation of women in positions of leadership within co-operatives as both staff and elected officials, not only in Saskatchewan co-operatives, but in co-operatives across Canada. The group had many times expressed wonderment at why it was that co-operatives, perceived by so many women to be "women friendly" institutions, were in reality, not, or at least not to the level that they certainly have the potential to be. The following observation made by Emmy Freundlich, president of the ICA Women's Guild in 1921—"Has the Co-operative Movement made efforts to increase not only the quantity but more importantly the quality of women's participation?"—still rings true today. The group wondered why this was so.

Research conducted by Myrna Barclay in 1990, by Leona Theis and Lou Hammond Ketilson in 1995, and the resulting recommendations of their studies, coupled with the recommendations of the Women in Co-operatives Task Force, an initiative of the First CCA Triennial Congress, seem to have fallen on deaf ears within the co-operative movement. As reflected in the statistics provided by Carol Hunter in her paper, "Women in Co-operatives: Some Benchmarks," there has been marginal improvement, but overall, women's participation levels have not improved substantively.

The organizers of the Forum felt that perhaps if women came together in large numbers, more concrete action would result—we should, as Norma Lee had once

suggested to the Saskatchewan Co-operative Guild delegates—"not be so naive as to think that we can get elected to boards unless we do something about it ourselves—so let's do some lobbying! Let's blow our own horns!"

The Forum took place in Moose Jaw, Saskatchewan, in November 1997. The objective behind the Forum was to bring everyone interested in this issue together, to give voice to their experience and their concerns. More than sixty-five women and men, from Ontario to British Columbia, attended. We talked, we laughed, we cried, we shared our victories and our losses. The papers that follow in the *Proceedings* are a critical source of information regarding the issues around women's participation in co-operatives.

"What Does This Mean to Me?" clearly identifies the importance of the Forum to the participants. "Who Is Driving the Bus?" sets out the opportunities presented to women by co-operatives and credit unions, and the barriers that prevent them from realizing these opportunities. "Strategies for Change," "Support and Defend," and "Women Hold Up Half the Sky" outline efforts undertaken by three organizations to advance women's participation, providing an encouraging set of ideas and strategies worthy of consideration by co-operatives and credit unions. These ideas are reinforced in the three presentations focussed on women in decision-making in co-operatives, comparing experiences in Canada and Asia.

"Opportunities and Challenges," "Some Thoughts on Public Service," "A Career in the Co-operative Retailing System," "Realizing the Vision," and "Youth in Co-ops" are papers spoken from the heart, providing a glimpse into the positive and negative experiences of women of all ages dedicated to serving their co-operatives.

Opportunities and challenges is a common theme running through many of the papers included in the *Proceedings*. In the final session—"Making Changes: What and How?"—conference participants are once again given the opportunity to voice their own perspectives on how positive change regarding the involvement of women in co-operatives might occur. The result is a concise set of recommendations for co-operatives and credit unions, and for their umbrella organizations.

The planning committee, reflecting upon the outcome of the Forum, the enthusiasm of the participants, the importance of such a gathering to those attending, and the

expressed desire of those in attendance to hold similar events in the future, arrived at the following recommendations of their own:

*It is recommended that more Women in Co-operatives Forums be held at the regional level across Canada; and*

*It is recommended that a National Women in Co-operatives Forum be held in conjunction with the ICA World Congress in Québec City in 1999.*

*It is suggested that this be a joint initiative between the Women's Committee and the Research Committee of the ICA.*

It is hoped that these recommendations will be taken to heart, and that additional Women in Co-operatives Forums will indeed occur.

The last word in this foreword to the *Proceedings* is left to the women and men who attended the 1997 Women in Co-operatives Forum. What follows is a sampling of the responses the planning committee received on the Forum evaluation sheet in response to the question, "Do you think that further events should be held on the topic of women in co-operatives?"

- We need to keep the energy level up, get more women knowing of this, keep the issue current/educate and promote women/mentoring/encouragement/support for each other.
- We must keep the momentum going and continue to build on what has been learned and what is presently happening/monitor progress.
- The Forum has been informational, an eye-opener, and from this, we should gain more support. It was most beneficial/educational.
- We have come this far but it seems that we still have a long way to go to achieve true equality—in quantity and quality of management and elected positions.
- We need to continue to measure the progress we've achieved and also see if we are still discussing the same problems.
- It was mind-stretching. The ideas should further the quality and quantity of women in co-operatives.
- We need to encourage and inspire women to get more involved and to interact with male colleagues on these issues.
- We need to get more people to take an interest in this topic.

- I found this motivating in helping me to continue my present activities and pursue more.
- Even if no action plans emerge out of a women's forum, these forums are inspirational and allow women to network with each other and get support to carry on.
- "Diversity in Co-operatives." It is important to stress increasing membership, therefore increasing women in decision-making roles.
- Facilitates meeting with others with a similar passion—it is encouraging to see that each of us is not alone.
- It is important for us (CCA et al.) to be intentional, persistent, and supportive.
- This will be effective advertising to women on how important they are and how their opinions are needed.
- It has been an opportunity for growth and change.
- The more people are given the facts of inequality, the better the opportunities we have of making change.

LOU HAMMOND KETILSON  
JUNE 1998

### Acknowledgements

The Planning Committee for the Women in Co-operatives Forum included Deb Chobotuk, CCA Ottawa; Carol Hunter, CCA Ottawa; Roger Herman, CCA Saskatchewan Region; Jocelyn Peifer, Manitoba Cooperative Council; Laura Vance, Federated Co-operatives Limited; and Lou Hammond Ketilson, Centre for the Study of Co-operatives. The committee acknowledges with gratitude the generous financial contributions of the following sponsors:

Federated Co-operatives Limited  
Saskatchewan Wheat Pool  
Manitoba Cooperative Promotion Board  
Credit Union Central of Saskatchewan  
Manitoba Pool Elevators  
Co-operatives Directorate, Saskatchewan Department of Economic and Co-operative Development  
Centre for the Study of Co-operatives, University of Saskatchewan  
Manitoba Cooperative Council  
Canadian Co-operative Association, Ottawa  
Canadian Co-operative Association, Saskatchewan Region

## Women in Co-operatives: Some Benchmarks

CAROL HUNTER

Information Officer  
Canadian Co-operative Association

CANADIAN CO-OPERATIVES AND CREDIT UNIONS ARE not unlike other businesses and organizations in their board composition. Men make up either the majority or the entirety of boards, especially at the level of second- and third-tier co-operative organizations.

Just how many women occupy Canadian co-op and credit union board seats? There are no current national statistics to answer this question comprehensively, although there have been some earlier surveys that are either regionally based or which include only a small sample of co-operatives. The largest collector of data on Canada's co-operatives, the Co-operatives Secretariat, does not collect data on the number of women on co-op boards, nor do the provincial ministries responsible for co-operatives and credit unions collect this data.

To provide some benchmarks, and to set the stage at this Women in Co-operatives Forum, I would like to share with you some research that we did at the Canadian Co-operative Association (CCA). The CCA, for those of you who do not know us, is a national organization for anglophone co-operatives. Our thirty-five members represent the agricultural, credit, insurance, retail/wholesale, and service sectors.

We reviewed the board composition of our thirty-five member organizations, the Conseil Canadien de la Coopération (CCC), La Confédération des Caisses Populaires et d'économie Desjardins du Québec, and the CCA itself (for a total of thirty-eight organizations). For its sources, the CCA consulted 1997 member annual reports (where published), or current (1997) member board lists in our files. Several members were also contacted by telephone to verify the figures. The findings are illustrated in the accompanying tables.

Women make up 16.2 percent of the boards of these thirty-eight co-operative organizations—or 73 of a total of 450 seats. Looked at sectorally, women comprise 2.9 percent of agricultural co-op boards, 11.3 percent of retail/wholesale boards, 12.1 percent of finance/insurance boards, 47.7 percent of service sector boards, and 22.4 percent of association/federation co-op and credit union boards. If only the top fifty Canadian co-operatives are examined, the percentage of women occupying board seats drops from 16.2 percent to 11.5 percent.

Of these thirty-eight organizations, there are three female presidents and six female executive directors/CEOs.

Table 1: Female Representation on Boards/CEOs/CFOs/Corporate Secretaries

(CCA Members, CCC, CCPD)			
Total Board	Total Women	% of Women	Top 50 Co-ops
450	73	16.2%	15/131 (11.5%)
Female Presidents	Female CEOs, Executive Directors	Female CFOs	Corporate Secretaries
3 (7.9%)	6 (15.8%)	6* (16.7%)	13* (36.1%)

\* N = 36 (There were no figures available for CCC or CCPD)

CCA member data was also broken down regionally. Note, however, that since the regional population sample is small, cross-regional comparisons must be seen as preliminary and tentative, not comprehensive and conclusive.

In BC, women occupy 34.6 percent of board seats (of a total of five organizations); in Alberta, women occupy 5.6 percent of board seats (of a total of four organizations); in Saskatchewan, women occupy 16 percent of board seats (of a total of five organizations); in Manitoba, women occupy 12.5 percent of seats (of a total of four organizations); in Ontario, women occupy 11.8 percent of seats (of a total of four organizations); and in the Atlantic region, women occupy 13.2 percent of seats (of a total of seven organizations). Within national co-operative or credit union associations, women occupy 20 percent of board seats (of a total of seven organizations).

As we see from the above figures, women are most heavily represented in the service sector (day-care, housing, and health) and least represented in the agricultural sector. Regionally, women occupy a higher number of board seats in BC and a fewer number in Alberta.

Table 2: Board Composition by Sector (N = 38)

	Total Women	Total Board	% Women	President	CEOs/Exec. Director
Service (N = 6)	31	65	47.7%	1	3
Retail/Wholesale (N = 7)	9	80	11.3%	1	0
Finance/Insurance (N = 16)	26	214	12.1%	1	1
Agriculture (N = 7)	2	68	2.9%	0	0
Associations* (N = 7)	19	85	22.4%	1	5
Total	73	450	16.2%	3	6

\*Some associations are also listed under service (ACCC, CWCF, CHF)

Table 3: Board/Council Female Representation by Region

	BC	AB	SK	MB	ON	QC	Atlantic	National
Women/Men Board Members	18:52	2:36	12:75	4:32	8:68	N/A	10:76	17:85
% Female	34.6%	5.6%	16%	12.5%	11.8%	N/A	13.2%	20%
Total N	5	4	5	4	4	N/A	7	7
CCA Region/ Affiliate Councils	11:28 (39.3%)	4:25 (16%)	4:20 (20%)	6:18 (33.3%)	5:20 (25%)	N/A	1:9 (11.1%)	3:14 (21.4%)
CCC*	N/A	N/A	1:9 (11%)	2:7 (28.6%)	0:9 (0%)	0:15 (0%)	8:29 (27.6%)	1:10** (10%)

\* From 1991-92 CCC Social Audit (Source: A Boon for the Future, CCC)  
 \*\* 1996 figures (CCC Board)

Other regional surveys of women in co-operatives, such as those done by the franco-phone Conseils and the Conseil Canadien de la Coopération, tell us that women's involvement on boards is higher at the local level than at the second- and third-tier levels. Credit union surveys also reveal that women manage smaller credit unions, those with assets below \$10 million. In a 1992 survey of credit unions in Ontario, 40 percent of credit unions were managed by women (most of which had assets below \$10 million). In a 1992 US survey, 56 percent of credit union CEOs were women. Ninety-one percent of CEOs in credit unions with assets less than \$1 million were female, compared with only 5 percent of women CEOs in credit unions with assets of \$100 million or more.

### Do Women Have a Distinct Leadership Style?

Much of the management literature—including articles on women in co-operatives—argues that women bring a different, more “interactive” style of leadership to an organization. There is also the often implicit suggestion that this interactive style is better, healthier, and more balanced than the more aggressive, “command-and-control” style thought by many to characterize men's style of leadership.

What is it that is thought to characterize women's style of leadership? It is an interactive leadership style, less hierarchical, more consensual and co-operative, and more communicative. It is based on team-building—across departments and levels and among peers. It is more service-oriented and more supportive. It nurtures relationships. In contrast to the “command-and-control” style of leadership, the interactive style breaks down hierarchies and builds up teams.

The recent Regional Conference on Women in Decision-Making in Co-operatives in Tagaytay City, Philippines, produced a *Declaration and Platform of Action* for the enhancement of women's participation. In the Tagaytay Declaration, support of the belief that women bring a different leadership style to co-operatives is illustrated in the following excerpts:

We are convinced that women and men have different needs, interests, priorities, and styles of leadership and decision-making arising from their specific roles and situations . . . (p8)

Women's numbers and participation in decision-making and leadership structures and processes in co-operatives must be increased for the following reasons: women are more critical of the traditional definition of politics and of the use of power: too centralized, too hierarchical and too autocratic; women leaders will bring in a different kind of leadership in co-ops. (p18)

A 1992 discussion document produced by Credit Union Central of Nova entitled "Gender and Minority Representation on the Board of Directors, Nova Scotia Credit Unions" also articulates a belief in different leadership styles among women and men:

Men and women are different—not one better than the other—just different. Studies have shown that management styles of men and women are different. Women do put more emphasis on people, they are more conciliatory. Smart organizations take advantage of these differences and team men and women to make an organization that is flexible, innovative, and adaptive. Our co-operative approach has traditionally been people oriented. Does it not make sense to have a leadership team that reflects that philosophy? (p5)

In 1992, Cathy Manson, general manager of Grand Forks District Savings and Credit Union in BC, also expressed her belief that women's leadership style would provide added value to the organization:

Women manage differently. We have a tendency to be group-focused and consensus-seeking. I'm beginning to think those are assets that will make for a better workplace . . . The ability to work as a team is a woman's skill and will lead to better credit unions." (*Credit Union Way*, Nov. 1992, p18)

Sally Helgesen, author of *The Female Advantage*, described the management style of five female executives whom she observed at work. She concluded that women's strengths lie in their ability to communicate, to see the big picture and see themselves as part of an integrated web—i.e., interconnected with different parts of the organization. She contrasts this style with the style of male executives described by Henry Mintzberg in his 1973 book *The Nature of Managerial Work*. See Table 4 for a summary of the two leadership styles described by Mintzberg and Helgesen.

A question I would like to pose is whether there is a danger in characterizing this

Table 4: Leadership Styles

Mintzberg's Men	Helgesen's Women
Unrelenting work pace—no breaks.	Steady pace with small breaks.
Days characterized by interruptions, discontinuity, and fragmentation.	Did not view unscheduled tasks and encounters as interruptions.
Little time for activities not directly related to work.	Made time for activities not directly related to work.
Preference for live-action encounters.	Preferred live-action encounters, but scheduled time to attend to mail.
Maintain complex network of relationships outside the organization.	Maintain complex network of relationships outside the organization.
Lacked time for reflection.	Focussed on ecology of leadership.
Identified themselves with their job.	Saw themselves as complex and multifaceted.
Had difficulty sharing information.	Scheduled time for sharing information.

interactive leadership style as uniquely feminine. If we frame the discussion of leadership styles in the context of male-female differences, do we run the risk of reinforcing gender stereotypes? If we describe women as being better listeners, more supportive leaders, or more communicative, are we reinforcing the image of women as being the nurturing, "softer" sex—in contrast to the men who, supposedly, make the "hard" business decisions? Additionally, do we run a danger of mainstreaming women into positions in our businesses and co-operatives that are considered "softer" professions, such as human resources and public relations/communications?

The first wave of female vice-presidents was in human resources and public relations. Women were supposed to be good at building relationships, dealing with people, and smoothing out conflicts. Are women in management still concentrated in these professions? In Canadian co-operatives and credit unions, our research found (based on the same thirty-eight organizations referenced earlier) that women hold 38 percent

of corporate secretary positions, 50 percent of human resource manager positions, and 50 percent of communication manager positions. This contrasts with the much lower percentage of women who hold CFO or CEO positions (the positions usually considered "harder" and closer to the heart of business development and decision-making).

The discussion may be more productive if we argue that a diversity of leadership styles is essential to co-operative organizations. Interactive and consensual leadership styles are critical—particularly in co-operative democratic organizations—and should be valued and promoted. I would not, however, argue that more women should be on co-operative boards because they are more communicative or better team-builders or because they will bring more balance to the board table. They should be there because, as democratic organizations, co-operatives need to represent their membership and the communities in which they are situated. I am more comfortable with the equality argument than the argument that women make better leaders. More importantly, by promoting and valuing the interactive style of leadership generally, we also encourage it among men. It is not women who must "bring" the style to the organization. Indeed, by framing the discussion of leadership styles in a nongendered context, perhaps we can shift the focus to a discussion of leadership skills, rather than of leadership "styles."

## Conclusion

There is a varied response within co-operatives and credit unions to women's under-representation on boards. Some co-operatives believe that nominating committees have a role to play in increasing the number of women on the board, while others believe that women should get involved at the committee level in order to gain experience and visibility. Some people believe that the reason for women's under-representation on boards is personal, not systemic—that is, women do not choose to be involved.

Whatever response is taken in the co-operative sector, it is clear that women's increased participation on boards of directors will likely be slow and incremental. Co-operatives, as democratic organizations, do not, for the most part, favour quotas or top-down approaches to change.

The CCA, for its part, will continue to monitor the strategies and best practices

of co-operative organizations in Canada and around the world. The CCA will continue to identify and collect information that can be used by its member organizations in their efforts to involve women. The above data is one attempt at information gathering that will, hopefully, provide some benchmarks against which co-operatives and credit unions can measure themselves over the years.

## Sources Cited

- Credit Union Central of Nova Scotia. "Gender and Minority Representation on the Board of Directors, Nova Scotia Credit Unions." (27 May 1992).
- "A Declaration and Platform of Action for the Enhancement of Women's Participation in Leadership and Decision-Making in Co-operatives." Regional Conference on Women in Decision-Making in Co-operatives, 7-9 May 1997, Tagaytay City, Philippines. (Asian Women in Co-operative Development Forum; ICA ROAP).
- Helgesen, Sally. *The Female Advantage: Women's Ways of Leadership*. NY: Doubleday, 1990.
- Mintzberg, Henry. *The Nature of Managerial Work*. NY: Harper & Row, 1973.
- Schwager, Phyllis. "Reach for the Top" and "Gaps to Be Bridged." In *Credit Union Way*, November 1992.

## What Does This Mean to Me?

JOCELYN PEIFER

Executive Co-ordinator  
Manitoba Cooperative Council

Jocelyn had participants consider the following questions to get the thought process started.

### Why is Women's Involvement in Co-operatives Important to Me?

- It's about leadership and how social change will happen; to have change, we must have women involved.
- Historically, woman have played an important role in the development of co-operatives.
- Why not? It's a question of equality. Women are capable, so there's no reason not to be involved.
- The greatest number of our consumers are women. Why shouldn't they be part of the decision-making?
- Focus on diversity, not just the bottom line.
- There are many opportunities available to men in the sector, and I want that for my daughter.
- Valuable input, skills, and gifts.
- It is critical to increase women's salaries to be equal to men's.
- We need women's points of view to provide a balance.
- Economics: 51% of the population is women.
- It is the democratic process.

- We have adopted a male style to survive; we need to look at women's style.
- Strengthen boards.
- For social change.
- Women do the bulk of the work: 65% of those living in co-op housing are women.
- On the agricultural side, women are farmers; they should be involved at local and other levels to have a say.
- Men need to utilize the resources provided by women.
- Women's needs are different from men's; therefore, their involvement gives insight into their needs.
- We must support each other.
- Time involvement vs. women as caregivers.
- Co-ops are made up of members; members should influence decisions.
- As a person within the system, you should be able to advance due to your abilities, not your gender.
- As more women become involved, it opens the doors for others.
- Women keep grassroots co-op principles more in mind, while some men may become more profit-oriented.
- Women have a different perspective—more people-oriented.
- It is lonesome in a man's world.
- Women have a broader mindset; they are visionaries; some men have tunnel vision.
- Equality issue; we are half the population.
- Women are a valuable resource that we need in co-ops.
- Women are producers and consumers, and want to have a choice where they deal/shop.
- Women can have a voice in the democratic structure of co-ops, whereas they can't in private-sector businesses.
- Gender equity: services are provided to women and therefore their voices are necessary.
- Women are sadly under-represented now.
- It is the natural bent of women to be co-operative.
- Women can act as role models for younger women.

### Why Are Women Important to the Future of the Co-op/Credit Union Sector?

- They are consumers and should be part of the decision-making process.
- Attitudes are changing; capabilities are being recognized; roles are changing.

- Women can be role models, especially to youth.
- Social justice: we need to have women involved in co-ops; times have changed.
- Counter to APEC and multinationals: at risk are medicare, health care.
- We need more women involved in decision-making.
- There are more single-parent families.
- It is important to bring a women's perspective and leadership style; bring a more personal touch.
- Mentoring.
- It would be regressive instead of progressive not to involve women.
- Economics: we have to have the main consumer represented or women will not participate.
- We must be able to influence policies, i.e., taking sick leave when a child is sick, rather than a day without pay or a holiday day; have family-friendly policies.
- Education for all our children.
- Marketing: present a women's point of view—their needs and what services are then required.
- Educate so we can reach our full potential.
- Women are more visionary.
- Women determine more than men what will be bought and how much will be spent.
- We are the educators of the family; we influence the future.
- We are all important, regardless of gender, and without members of both genders we will cease to exist.
- Members need to pass on to youth why co-ops exist.
- To help get younger people involved.
- Women have increased education; harness that energy and education.
- We need as much participation as possible.
- Women provide encouragement to other women to get involved.

### How Can the Co-op/Credit Union Sector Address the Issue of Women's Involvement in Co-operatives?

- Ask them!
- Country Women's Network—special programs.
- Welcoming atmosphere.
- Active recruitment: aggressive campaign for women's participation.
- Equity instead of quotas (if a woman and a man are equally qualified for a

position, then the woman will be given the position until there is equality; rather than quotas, which imply that the organization has to give the position to the women even if she isn't equally qualified for it).

- Education—promotion.
- Mentoring program.
- Employment equity.
- Networking.
- Education and leadership.
- Address the youth, educate the next generation.
- We need an explicit commitment from management.
- Women don't have many women with whom to network.
- The philosophy that work is more important than family has been created by men; we need to create a balance.
- Men tend to be able to spend more time at work because they are not the main caregiver at home.
- Encourage women to allow their names to stand for board positions.
- The old boys' club must be dissolved.
- Affirmative action policies—pay equity.
- Take action—meet (forum).
- Spend money.
- Take leadership.
- Training must be provided.
- Encourage board members to attend forums such as this one.
- Sponsor forums, pay expenses.
- Continue co-op youth program. Formalize the nomination process.
- Ensure defined terms of office so there is a regular turnover of new board members.
- Look at how business is done; where and when meetings are held.

## Who Is Driving the Bus?

LOU HAMMOND KETILSON

Associate Professor  
Centre for the Study of Co-operatives  
University of Saskatchewan

**H**AS THE CO-OPERATIVE MOVEMENT MADE EFFORTS to increase not only quantity but more importantly the quality of women's participation? Many women and men would reply, "In all countries where there are co-operative organizations, it is invariably stated that the women must be won over to the co-operative idea if the movement is to attain its objective. Yet very little has been done in most countries to win the women to the co-operative cause . . ."<sup>1</sup>

This observation, made in 1921 by Emmy Freundlich, President of the International Co-operative Women's Guild, remains true today despite many ICA resolutions and policies—and, it would seem, in spite of the many strategies pursued by women themselves over the years. These strategies have included education and self-development, so that women would be recognized as qualified for leadership roles. When education strategies failed, women turned to lobbying to affect changes in legislation and co-operative bylaws to reduce barriers that have kept them out of leadership positions. Finally, now, we direct our energies toward systemic barriers,<sup>2</sup> those by-products of organizational structures and policies that, although not overtly intended to be discriminatory, have the effect of preventing women from opening the door and standing firmly within the co-operative organization.

## Who Is Driving the Bus?

As I took a plane to a meeting the other day, I was struck by the way seat space got taken up—specifically, by how men sat spread-legged, using up at least a seat and a half, while women sat tight and compact, taking up less of the seat than they were entitled to. Then I read an interesting statistic: if male passengers riding public transportation in Canada simply closed their legs, almost 16,000 more people a day would have room to sit down.

Without putting too fine a point on it, I thought, "Isn't this just a metaphor for life? Despite women's progress toward equality, men still earn more money, hold more senior positions, spend fewer hours a week on domestic chores, assume less responsibility for child-rearing—still, in short, take a seat and a half on the bus of life. And the women still settle for what's left."

Throughout the world, women are too often underpaid, inadequately protected by law, under-represented in government and industry, and more vulnerable to sickness, violence, and poverty than men. Domestic violence is the leading cause of death world-wide among women fourteen to forty-four years of age (US State Department). Of the 1.3 billion people living in poverty world-wide, 70 percent are women (UN Development Program). Pay for working women, on average, is three-quarters of the male rate. Women make up half the electorates world-wide, but hold only 11 percent of the seats in national legislatures—down from 15 percent in 1988 (Inter-Parliamentary Union).<sup>3</sup> In North America, the mass integration of women into the workplace occurred virtually in a single generation, but society has yet to solve the issues of sexual harassment, child care, and salary equity that stand in the way of true equality.

## What Co-operatives Can Do for Women

We heard last night why women are important to co-operatives. I would like to make a few comments now about why co-operatives are important to women. Women would prefer to stand squarely on their own two feet, and co-operative organizations, historically and currently, have been identified as a preferred route for women to attain

this objective.<sup>4</sup> I want to quote an article<sup>5</sup> which, to me, clearly states the appeal of co-operatives for women:

For many women, to seek authority in the traditional power structures of politics and business, is intimidating or soul-destroying. Scrabbling to the top, women often succumb to the "work twice as hard to prove herself" syndrome. Even reaching the top does not guarantee entry into the corporate "boys' club" culture or, once there, that attitude changes will result. Finally, for many women, plodding up the power structure is disillusioning, because ultimately it does not achieve what women really want . . . [S]lowly, over the past two decades, women have been opting for influence structures rather than power structures. It's something you climb into rather than climb up. Co-operatives are ideal influence structures.

Participating in co-operatives enables women to, perhaps for the first time, invest in an enterprise. When you own part of a co-op, you own a piece of the economy. "To those who hold the minor share of the world's power, comes a new discovery: as long as you own something you can change it."<sup>6</sup>

### Ride at the Back of the Bus

Women have been successful in getting a foot in the door of co-operatives, but having one foot in the door does not necessarily enable you to stand on an equal footing with men. As a leader in the Saskatchewan Co-operative Women's Guild said, "Women ride in the back of the co-operative bus and until they get into the front, they will be second-rate members . . ."

Equality of access is one criterion by which to judge equity in co-operatives. Equality of impact is more important. An organization may have the former, but not the latter. An article in a newsletter from the World Council of Credit Unions furnishes an example from credit unions in developing countries. The focus is on answering the question: "Given that a credit union's policies do not overtly discriminate against women, why is it that their impact (who gets loans, who is hired, who is elected) is unfavourable to women?"<sup>7</sup> My comments today should be interpreted in a framework that considers equality of impact.

### Been There, Done That

The 1921 quote from Emmy Freundlich suggests that this issue has been discussed for a long time. In fact, if we as women are frustrated by the seeming lack of interest or responsiveness to this issue in our male colleagues, a look at a series of headlines pulled from co-op papers indicates that we have visited this issue, and often:

#### The Co-operative Director and His Wife

— brochure distributed by the Department of Co-operation and Co-operative Development, 1950s

#### Why More Women Aren't Involved in Co-ops

— *UCO News*, July/August 1974

#### Take Women's Co-op Role Straight—Without the Grain of Salt

— *News for Farmer Co-ops*, July 1975

#### Women's Participation in Co-ops to Be Studied by FCL Committee

— *Co-operative Consumer*, January 1981

#### Women on Co-op Boards Wanted

— *Western Producer*, January 1981

#### Women's Potential Should Be Used

— *Western Producer*, March 1982

#### Pool Delegate Wants to Involve More Women

— *Western Producer*, August 1982

#### Women's Involvement in Pool Studied by Delegates

— *Western Producer*, December 1983

#### Women's Views Needed in Co-op Movement

— *Western Producer*, April 1988

The lack of responsiveness may be attributed to a "been there, done that" attitude. But the fact remains, though we have been there, we have in fact done very little.

## Research for Action: Women in Co-operatives

I will make my points on this topic by referring to a body of research completed under the sponsorship of the Centre for the Study of Co-operatives: "Research for Action: Women in Co-operatives." The study was intended to provide input into the Women in Co-operatives task force that had been struck following the First Triennial Congress in Calgary.

The findings from the survey<sup>8</sup> represent roughly half the major co-operatives making up the membership of the Canadian Co-operative Association (eighteen of thirty-six). Of the co-operatives that reported, women made up just over 30 percent of management, but they were concentrated at the junior level and under-represented in senior management. Positions that tended to be held by women only were concentrated in the lower half of the salary grid, while the opposite was true for positions held by men only. This distribution was reflected in the finding that, overall, women's salaries as a percentage of men's was 77 percent<sup>9</sup> among survey respondents.

Fourteen co-operatives reported numbers of men and women who served as directors and officers, representing a total of 157 board members. Of these, thirty-one, or 19.7 percent, were women. Of the co-operatives that reported, women tended to be better represented in organizations that identified themselves as service co-operatives.

The statistics that were provided last night are much more current than those provided by our study, which was conducted in 1993. The information gathered through the in-depth interview portion of our study, however, remains pertinent. For the remainder of my presentation I will summarize what we learned through our research, which focussed on uncovering both hindrances and helps to moving women into decision-making positions in co-operatives, both at the elected and the managerial level.

The recommendations generated by our research suggest ways co-operatives can break down the barriers and build on the successes the project identified. What I will present today is only a sampling of the many issues raised and of the associated recommendations made.

## Women as Employees

The employees who participated in this project all hold decision-making positions—although at varying levels—in co-operatives. It is not surprising, given their positions, that most had been in the workforce for at least ten years. For most, the bulk of their work experience was with the organization where they presently work. Almost all, then, had been promoted from within.

Women employees face some conditions similar to those faced by women who hold elected positions. The former's concern with unclear promotional paths parallels the latter's concerns with electoral processes. Women in both groups stressed the importance of organizational climate, and of support from families and key people in the organization.

### Barriers to Success

#### *Negative Climate*

"One member of the executive started pursuing her . . . She remembers being grabbed under the table at meetings."

One woman noted that, especially in her field, which is a nontraditional area for women, a woman has to be especially tenacious in establishing her credibility. By virtue of being part of what is still a relatively new phenomenon, a woman in senior management is inevitably visible in a way her male peers are not.

Some women feel strong resistance when they raise questions about sexism, sexual harassment, and gender-neutral language. This resistance pressures them to curb the extent to which they speak out. Others find their work styles do not fit with hierarchical, bureaucratic structures, and adversarial approaches to labour relations.

To address issues related to a "chilly climate" in the workplace, co-operatives and credit unions should:

- establish a clear policy to deal with instances of sexual harassment, and communicate the policy to all elected officials and staff;

- institute regular reviews (interviews with employees, hearings, avenues for anonymous registration of concern) to monitor and evaluate the organizational climate in light of the following questions:
  - Do employee groups at all levels reflect the constituency the organization hopes to serve? Does the organization define its constituency as one that reflects the diversity of the Canadian population? Is it normal, not exceptional, to see women in leadership positions?
  - Are provisions such as flexible hours and cross-training consistently available throughout the organization, or only in areas where supervisors support change?
  - Are newly promoted women watched more closely than newly promoted men by their peers and by management?
  - Are work methods and corporate structure styled after adversarial or collaborative models?

#### *Unclear Career Paths*

"The way people advance here traditionally is almost biased for the traditional male. They are the ones with the type of experience that counts for promotion. But cross-functional training is beginning here."

Since experience across a variety of work areas is increasingly seen as a prerequisite for promotion, opportunity to train across functional areas is crucial. At the same time, inherited assumptions about the skills required for promotion to a particular position should be examined. When criteria are re-thought to ensure that the appropriate skills, properly weighted, are the basis for assessment, the result may be an expanded or different pool of candidates for promotion.

It is critical to:

- monitor differences in wages between areas where women achieve management positions and areas where they do not, to determine if management positions held by women are less valued;
- establish avenues for cross-training and advancement from the functional areas where the greatest number of female employees begin their careers—for example, in clerical or cashier positions;
- assess the prerequisites for promotion to specific positions to determine areas in which they are limiting themselves to a male-only pool of candidates for promotion.

#### *Health, Stress, Workload, and Family*

"She has worked weekends and nights without complaining . . . Her health is now deteriorating, and her body is warning her that it is under strain. She has no children and is not married yet, so it is easy to be married to her job."

The increased stress and workload that accompany promotion lead to a two-dimensional struggle for balance. One challenge is to juggle the commitments of the job; the other is to balance the job with life outside the office. Given heavy workloads and the still-strong societal pattern that leaves women bearing the greater share of domestic work and child and elder care, senior positions can become unmanageable for some. As responsibilities in the home come to be shared more equally, policies that accommodate workers' multiple responsibilities will aid both women and men. At the same time, such policies can increase the likelihood that men will take on a larger share of the domestic load.

To address issues affecting the balance between work and home, co-operatives and credit unions should:

- audit their organization's effect on health, family, and community:
  - Are workloads such that all employees can achieve a reasonable balance between work, personal life, and responsibilities to family and community?
  - Does policy grant flexibility for women and men to take family sick leave, and to rearrange hours of work to meet family responsibilities?

#### *Coping Strategies*

"Her opinion is that if a person feels all she has time for is work, then she will be totally consumed, and will not do a good job."

Whether or not they have family responsibilities, research participants have had to find ways to deal with the heavy time commitment their jobs demand. Most would rather be at the office making sure everything is getting done than worrying about what will fall through the cracks. This limited frame of choice between peace of mind about the job and time away from the job is what characterizes a heavy workload. Coping strategies involve taking the initiative to define the job and limit the hours, and calling on other resources to distribute the load. One respondent originally took her job with the understanding that she

would work a four-day week. While this limited work week lasted only a few months, the fact that she had stressed the importance of containing her hours from the beginning meant she was in a better position to say no to heavy overtime. Another woman who does not believe in working every night and weekend limits her hours accordingly.

A section of the survey on workplace climate touched on how people deal with unacceptable behaviour. Some say it is important to choose their battles, and often they elect not to respond to sexist jokes or language. Others say it is not that a woman can't say anything, but the way she says it is important. One woman points out inappropriate language immediately, but takes care to word her comment in such a way that it will be treated thoughtfully. As a supervisor who has responsibility to address issues of harassment and sexism among workers, another woman judges that she has the best chance of "getting through" to the person responsible if she addresses the situation with that person in the privacy of her office.

## Moving Forward

### *Positive Climate*

"Over the years, things have changed. Different CEOs mean changes within an organization. Depending on who is running the ship, there are changes in attitudes toward women."

The attitudes of co-workers and management affect both the daily experience and the long-term success of female employees. A climate that accepts women in decision-making positions can be brought about only with the commitment of senior management. Research participants gave examples of how acceptance, encouragement, a sense of belonging, and flexibility in hours create a supportive climate.

To improve the climate of the workplace, senior management must:

- demonstrate a clear commitment to identifying and dealing with barriers to under-represented groups through practice and policy;
- address negative peer group attitudes through leadership, example, and commitment to appropriate training programs;
- allow flexibility in determining employees' hours of work.

### *Encouragement and Recognition*

"She has had informal sponsors who gave advice, put in a good word for her, may have helped pave the way. That came about because she was willing to put herself forward."

Research participants recognized the role that supportive managers and supervisors played, either through direct encouragement or through seeing an employee's potential and giving her the opportunity to take on challenges and show initiative. Encouragement and recognition are the responsibility of management and supervisory staff, who should:

- demonstrate confidence in women employees;
- assist employees in identifying opportunities to take on new challenges and expand the scope of their positions;
- support employees in meeting these new challenges with appropriate training, release time, teamwork, and resources.

### *Models and Mentors*

"The fact that women are in senior positions in the sector means both that they are role models and is proof of the sector's ability to promote and accept women."

From the earliest stages of her career, it is important for a woman to see other women in senior roles. Mentorship often occurs informally, though a formal mentorship program creates opportunities for a greater number of female employees to take advantage of mentor relationships.

Employers in co-operatives and credit unions can facilitate mentor relationships in the following ways:

- establishing, or providing access to, training programs that help employees both to choose mentors and to be effective mentors;
- establishing panels of senior employees with whom others can meet and from whom they can learn as a group;
- matching new women employees with senior women employees in mentor pairs;
- establishing procedures for employees who wish to terminate their participation or switch to a new mentor.

### *Opportunity*

"It is important that there be a path, and that people can see the path working."

Promotion procedures should be clear, and flexible enough that employees with initiative have room to expand their jobs and responsibilities. A visible path to promotion lowers the chance that informal mechanisms that disadvantage some groups will continue to operate. Flexibility is important, since some jobs evolve during a person's tenure as the organization grows, affording the incumbent the opportunity to grow with the job.

Co-operatives and credit unions should:

- where appropriate, accommodate employees' initiatives to expand the scope of their positions, and support employees in meeting their new challenges with appropriate training, release time, teamwork, and resources;
- ensure open recruitment channels for women to pursue nontraditional jobs, and establish appropriate guidelines for advertising jobs and conducting interviews;
- desegregate traditionally male and female career paths through appropriate training across functional areas.

### *Training*

"The training has been in product knowledge, interpersonal relations and academic areas, and has made her admire the training department and its holistic approach. She can even think of specific courses that have changed her whole perspective on life."

Survey respondents emphasized that employees need information about opportunities and their eligibility for training. People cannot identify appropriate development programs if they are not aware of the possibilities. Opportunities for cross-training on the job in a variety of areas, with release time to take advantage of such training, have been crucial for some research participants. Decisions about training should not be in the hands of supervisors alone.

It is important, therefore, that employers:

- publicize training programs so that all staff can identify possible opportunities, including training events outside the organization, such as

"Women in Management" seminars, where women can share their concerns and approaches with other women;

- go beyond just granting the opportunity for training—encouragement is critical;
- establish training opportunities for part-time staff;
- recognize the limitations of a women-only approach, and develop training programs that address equity issues with all staff.

## Women as Elected Officials

### Barriers to Participation

#### *Political Process Concerns*

"There was a lot of politics involved with the election when she ran, and she had not anticipated this."

Anxiety is a large part of both seeking and holding office. Elections can be gruelling contests, and the information members have on which to base their choice in large co-operatives is typically rather thin. Elections tend to favour incumbents, if only because they are more familiar to the membership. Once a board member is elected, though, there can be a negative change in the way people treat her or him. A "we/they" division often develops between board and membership.

To improve the democratic climate of the organization, it is recommended that co-operatives:

- institute regular reviews to monitor and evaluate the organization's political climate. These should include public hearings as well as interviews with members and elected officials. In addition, there should be appropriate avenues for those who wish to register certain concerns but remain anonymous. These reviews should be conducted in light of the following questions:
  - Are elections characterized more by negativity than by a climate of opportunity for candidates to offer their skills to the membership?
  - Do members have adequate and appropriate information on which to base their choices among the candidates?
  - Do the actions of the board and staff, as well as member orientation

programs, work to eliminate divisions between the board and members?

- Do the board and its committees reflect the constituency they hope to serve? Does the organization define its constituency as one that reflects the diversity of the Canadian population?

### *Negative Climate*

"When she first joined the board, on occasions when the secretary was not present, other board members would say something like, 'You'll do the minutes, won't you?' There is that perception that it is a female role."

Co-operative leaders need to ask themselves if their board and delegate body create a climate that turns away women or members of other under-represented groups. Signs of a negative climate include the exclusion of women from the more prestigious committees or offices on the board, a perception among board members that the recording role is appropriately filled by a woman, resistance to gender-neutral language, and the assumption that the lone woman at the table somehow represents all women.

To address issues related to a "chilly climate," co-operatives should:

- establish unambiguous policies to deal with instances of sexual harassment, and communicate that policy clearly to all elected officials and staff;
- incorporate discussions of gender and climate issues in board training programs, and point up the importance to the board of people with varied backgrounds and leadership styles;
- adopt communications policies that include guidelines on the use of inclusive language and non-sexist communication;
- institute regular reviews to monitor and evaluate the climate for elected officials in light of the following questions:
  - Are women, by design, tradition, or perception of their abilities, excluded from certain offices on the board? Are they expected to fill gender-stereotyped roles on the board?
  - Do women on the board need to work harder than men to establish their credibility?
  - Is the burden of advocating for women employees and members, and for inclusive language carried solely by female board members?

### *Weight of the Role*

"There is a minimum of time a board member can spend, and the maximum time a person could spend would be unlimited."

The stresses of elected office include legal responsibilities, dealing with divisive issues and unclear roles, physical fatigue, and time. Co-operatives can help those who serve as elected officials—women and men alike—meet their responsibilities to their families and communities with policies that make commitment to the co-operative possible.

For women, the stress of an elected position can be compounded by the loneliness of being the only woman—or one of a very few women—in that position, and by the sense of being marked as different because they sound different, look different, and dress differently from their male counterparts. To be seen as different is to be more closely watched. Some survey respondents were keenly aware of having to prove their credibility to an extent not required of their male colleagues.

Often, when women leave co-op boards after a single term, the male members shake their heads in wonderment. Perhaps there would be a better understanding if the co-operatives:

- conducted exit interviews with female board members to learn of barriers the woman encountered while serving on the board—or indeed, supports she found particularly helpful to her;
- ensured that elected roles are characterized by reasonable workloads and flexibility, such that people who have family responsibilities and those who work in jobs with low flexibility can participate.

### *Coping Strategies*

Many of the study participants had developed their own coping strategies for dealing with the stresses associated with these issues. Their creative approaches do not, however, diminish the need for co-operatives to address the causes of the stress these women experience. The fact that certain women have learned to cope with the difficulties they encounter as elected officials does not mean co-operatives can afford to ignore those diffi-

culties. This is particularly true in light of the fact that some of the participants have at times found that the only way they can cope with certain issues is to remain silent. The fact that, on some co-operative boards, women have less access to influential board and committee positions is unacceptable. Co-operatives need to consider all the factors at play in excluding candidates from under-represented groups.

### Moving Forward

I do not wish to leave the impression that co-operatives are not developing any positive initiatives to increase women's participation. The women who took part in our study were able to provide many examples of actions that helped them move forward in the organization.

### *Base of Experience*

"[The member relations committee] is a training ground for future directors to learn about the co-op and about working in the democratic structure."

Various training grounds exist from which people later move to positions as delegates or board members. Women emphasized several ways in which early experience equipped them for their present positions, allowing them to develop a profile among the membership, observe how others fulfilled their leadership roles (and to envision themselves in the same positions), prepare for the politics of elected bodies, and become familiar with the organization, thus reducing the intimidation factor associated with holding elected office.

It is important that co-operatives:

- communicate, through public documents and personal behaviour, a recognition of the value and relevance of previous experience, including experience traditionally associated with women's lives, which candidates bring to elected roles;
- actively recruit members of under-represented groups to committees and to the board, and encourage people to prepare for elected roles through committee membership;
- identify avenues whereby members can develop a visible profile, and encourage candidates from under-represented groups to take advantage of them.

Examples would include committee positions, community and other special projects, and member relations initiatives that link the organization more closely with under-represented groups;

- support committee members in their roles by establishing clear terms of reference and by having past members orient new ones to their responsibilities;
- offer self-development workshops to help people prepare to take on public roles. At the same time, organizations must recognize that their own relevance to people's needs, coupled with a climate of support, will do more to establish equity than personal development for any number of individuals from under-represented groups.

### *Philosophical Fit*

"One of the benefits of being a board member is being able to work with people who are co-op minded, but also with people who are willing to give their time to a cause."

Elected officials draw support from knowing they are involved in an organization whose goals are consistent with their own. It was clear from our participants' comments that co-operatives would benefit from:

- working to address members' perceptions of the organization overall through orientation and communication. Be clear about the co-operatives' profile, its services and its relevance;
- publicizing elected positions as avenues through which people can contribute to their community;
- identifying and publicizing ways in which co-operatives make a difference in people's lives.

### *Learning as a Benefit of the Role*

"It has been like taking a master's degree in board relations."

The learning, both formal and informal, that accompanies the responsibility of elected office not only enables people to serve properly, but it is a personal benefit as well. It ranges from financial management to leadership techniques, group dynamics, and heightened self-confidence. To attract new recruits, co-operatives should:

- publicize the opportunities an elected position presents for people to learn new skills and broaden their networks;

- offer training programs that deal not only with the specific organization, but places it within the larger co-operative and credit union movement;
- have senior staff sit down with the board and "walk" members through their functional areas;
- clarify board and management roles through training, communication, and clear terms of reference.

### *Sources of Support*

"It is nice when there are two women present because she doesn't have to be the one to bring something up every time."

There were many instances where participants were not optimistic about the climate of support for women in their organizations as a whole, but most could identify key individuals on staff and on the board who recruit women and/or help create a climate that supports them. Important support comes from personal contact with committed women and men who are active locally, regionally, and nationally in the co-operative movement, and from other women who can acquaint new board members with how things are done. Support from family members and employers is critical, especially for those who feel additional pressure because of less flexible work or home lives.

Co-operatives need to:

- show leadership at the senior level to create a climate of support for women in management and supervisory positions. The more women there are in decision-making positions, the more encouraged other women will be to seek election;
- establish avenues for members and elected officials to communicate with like-minded individuals in co-operatives beyond the local level. This can happen through sector meetings, attendance at co-operative forums, and regional and national training events, committees, and task forces;
- cover expenses for child care and elder care so that board members will be free to attend meetings or training events.

### *Further Actions*

"If women are introduced to committee work in such a way that they feel supported in learning the role, then they will learn to feel capable. We can't put women in positions where we are setting them up to fail."

We asked our participants what further actions co-operatives could take to work toward equity. It is clear that, if a board or a delegate body is to reflect the make-up of the overall membership, the organization has to work to show its relevance to that membership. A co-operative must attend to members' perceptions of the organization. A feeling of ownership and relevance is a prerequisite to involvement. One participant stressed the importance of good member orientation from the outset. This, she said, will help to diminish the sense that there is a "we/they" division between the membership and elected officials. People need to sense from the beginning that the co-operative is their own organization. Those who do are more likely to be active members.

Some of the research participants were recruited to run for elected positions by people who were concerned that women were not represented in their organizations' governance structures. Some of these women are now actively encouraging others to participate. One suggested that local co-ops start at their level to make sure women are represented on every committee.

Since committee work and local board involvement are common feeder routes to more influential elected positions, it is important that women be supported in these roles. One member of a local board was anxious the first time she was asked to chair a committee because there was no definition of the role. She asked the previous committee chair to attend the first meeting to help her learn. Her local board now has terms of reference in place for all committees.

It is inaccurate to say that women as a group lack the confidence or the experience that makes good elected officials. Efforts to involve women in elected roles, however, need to allow for the fact that, because of the traditional roles assigned to women in home and community, many have learned not to recognize their experience as relevant. Although a public role is not uncomfortable for some, many women and men who take on elected roles are uneasy with public speaking and with pressing their points in meetings. Workshops geared to self-development in these areas can be especially important to women because of the different social reinforcements males and females experience from infancy on.

Assertiveness training and self-development workshops have their place, but ease in

a public role cannot be achieved in a day or a week. At best, workshops are steps toward empowerment. Assertiveness and confidence alone do not guarantee a say in decisions. It is more important for organizations to work toward a climate of support for women over time. One research participant suggested that co-operatives should hold workshops at annual meetings to discuss women's issues, allowing women to expand the agenda to other issues, such as whether the co-operative meets their needs and whether it does so in such a way that women can feel they are part of the organization.

### *The Role of Larger Co-operatives*

It would be naïve to assume that change across the co-operative system will occur without leadership from the system's largest and most influential organizations. Regional, national, and international co-operatives have the opportunity to encourage and support meaningful, sustainable equity initiatives.

Leadership among larger organizations implies a commitment to change. Co-operatives are exposed to "the current prevailing rules of thought and operations" in the business and social environment. "They are, however, at the same time, agents of . . . economic and social transformation . . ." <sup>10</sup>

In order to encourage co-operatives that may be unwilling or unable to undertake equity initiatives in isolation, regional, national, and international co-operatives should:

- show leadership both in initiating efforts and in encouraging and supporting those made by smaller organizations to address equity issues for under-represented groups in management, staff, and democratic bodies. Examples would include providing staff and/or speakers, sponsoring workshops, training workshop facilitators, and ensuring that equity issues appear on the agendas of conferences where co-operative representatives meet;
- establish clearing houses to collect, develop, and disseminate material that will support equity initiatives. Examples of this would include modelling family-friendly policies, communications policies that use inclusive language and are sensitive to gender and race bias, step-by-step guides for establishing equity programs, and workshop resource material.

### *Move to the Front of the Bus—and Drive*

As organizations with both democratic and staff structures, co-operatives have the opportunity to address balance and fairness not only among employee groups, but also among elected officials who serve on committees and boards. Potentially, co-operatives can serve as models for other organizations that depend on democratic structures.

To the extent that gender balance can be successfully addressed, co-operatives offer women avenues of influence in a host of areas that define our lives. As active owner-members, and as staff in decision-making positions, women can influence corporate policies, trade and commerce, levels and types of service, and employment practices in a variety of sectors, including finance, health care, food and hardware, insurance, housing, child care, and agriculture.

To address equitable representation in democratic and staff structures is right and proper in itself. But it is more than that. When co-operatives deal with issues of equity, they address questions that have to do with how co-operative organizations "do democracy," and how they do business. There is—and there ought to be—an expectation among members of co-operatives that, as democratic organizations, they will strive to achieve equity for all members and employees.

Addressing the status of women in co-operatives does not result in just identifying a set of "women's issues," but rather, ways of thinking about a range of issues vital to co-operatives and their placement in the economy and the community. In other words, thinking about equity for women in democratic and management structures is one of a number of "ways in" to thinking about the relevance and effectiveness of co-operatives in general. It is also a way to begin considering barriers that affect all under-represented groups.

### *Notes*

1. Maria Elena Chavez quoting Emmy Freundlich, President, International Co-operative Women's Guild, 1921, in "Women and the Co-operative Movement," ICA Centennial Congress Special Edition, 1995.
2. These strategies were employed by the Saskatchewan Co-operative Women's Guild, as discussed

by Lou Hammond Ketilson in "The Scarcity of Women in Management in Co-operatives," presented to the Annual Meeting of the Canadian Association for Studies in Co-operation, Charlottetown, PEI, June 1992.

3. A.M. O'Connor, quoting from speeches and reports made to the Fourth World Conference on Women, Beijing, in "In Search of Dignity: Democratic Rights Still Elude Women," *The StarPhoenix*, November 1995.
4. There are many references that could provide support for this statement. Two that provide examples from both developed and developing countries include: K. Rose, "Women's Co-operatives: A Lever for Change," in *Where Women Are Leaders: The SEWA Movement in India* (London: ZED Books, 1992), and J. DeGrass, "Influence Not Power—Women Working Co-operatively," 1988 recipient of the Co-operative Business Article Award sponsored by the Canadian Co-operative Association.
5. J. DeGrass, "Influence Not Power—Women Working Co-operatively," 1988 recipient of the Co-operative Business Article Award sponsored by the Canadian Co-operative Association.
6. *Ibid.*
7. Anthony Scoggins, "Coady trainers avoid using a women-only approach," in *Beyond Barriers* (World Council of Credit Unions), Issue 3, May 1993, p. 3.
8. This paper references the results of a study carried out by the Centre for the Study of Co-operatives, University of Saskatchewan. The broad aim of the project was to uncover and document helps and hindrances women have encountered in their experience as elected officials and as employees in decision-making positions in co-operatives.  
Individuals in staff and elected positions in five co-operatives located in various regions of Canada participated in this research. The co-operatives include first-tier or primary co-operatives as well as federations, associations, or centrals. They include Co-op Atlantic, Co-operative Housing Association of Ontario, Saskatchewan Wheat Pool, Calgary Co-operative Association, and VanCity Savings and Credit Union. These organizations operate in the retail, financial, housing, and agricultural sectors.  
A survey of all members of the Canadian Co-operative Association, the CCA itself, and each case study co-operative, was conducted to develop baseline data on women's participation as elected officials and employees. A complete copy of this study is available from the Centre for the Study of Co-operatives, University of Saskatchewan, Saskatoon, SK, Canada, S7N 5B8, under the title "Research for Action: Women in Co-operatives" by Leona Theis and Lou Hammond Ketilson.
9. Statistics Canada 1991 indicated that full-year, full-time female employees earned an average of 67.7 percent of the amount that full-year, full-time men earned.
10. Marie Claire Malo, "Customers or Activists?" in June Bold and Lou Hammond Ketilson, eds., *Empowerment Through Co-operatives: Selected Papers from the 1990 Meetings of the CASC* (Saskatoon: Centre for the Study of Co-operatives, 1991), p. 79.

## Strategies for Change

WENDY MANSON

National Farmers' Union

MANY OF US WORK IN ORGANIZATIONS THAT ARE interested in women's participation because we are interested in the equality of women and their right to participate. But we also accept and welcome that the experience of women has the potential to change the message of the organization itself. I count the National Farmers Union as one of these, and am pleased to be able to share our experience with you.

The experience of the early "progressives" was that women made important contributions to the movement, but they were hard to engage, hard to keep active over time, and they faced many barriers unique to their gender. They learned something from these early experiences. Organizations needed to be intentional, persistent, and supportive if they wished to have and benefit from the participation of women. Our subsequent experience has continued to support this wisdom. So today I will tell you that, in my experience, the key elements are (1) an affirmative action constitution; (2) an ongoing, evolving program; and (3) some strategic, concrete support.

I'm going to describe these elements in a fairly concrete and detailed way because I'm assuming that that's what would be most helpful to people here.

## The Organization Needs to Be Intentional

An affirmative action constitution has been an essential tool in the NFU, but its value is primarily enabling.

To its credit, the farm union movement that followed the progressives took affirmative action to deal with the barriers the progressives had identified. In its 1970 constitution, the NFU included elected women's positions at every level except the local level. The constitution does not require that a woman hold the position, and infrequently a man has held one of these positions. It is, perhaps, the nature of organizational politics that at least some of those men were opposed to the positions themselves. The constitution was amended in 1990 to include a woman and a youth at the local board level.

In our work nationally and internationally, we have seen organizations that have women's representation at the upper level only, a women's representative, or organizations that periodically encourage women without making any structural adjustments to the organization. These models seem to have greater difficulty in producing and maintaining broad participation.

We have also had the opportunity to observe the experience of "farm women's" organizations—a model that has had difficulty sustaining itself and finding a place in the "sectoral loop."

## The Organization Needs to Be Persistent

A long-term program that relates both to women's equality and the broader issues of the organization is needed to "go ahead."

Once enabled by the constitution, women worked hard on issues of gender as well as issues of priority for the entire organization. The constitution alone would not have produced success: that is, an agenda that evolved and continued to be progressive in the area of women's issues, the active participation of women at all levels, and finally, women in formal leadership positions in significant numbers.

The work to involve women in the NFU has been very dynamic. Depending on the leadership and the times, it has focussed on:

- quantifying the work of farm women in the late seventies;
- fair distribution of matrimonial property in the early eighties;
- child care and the farm crisis in the late eighties;
- women and international trade in the nineties.

At the same time, these same women have been involved in the key issues of the day:

- the development of marketing boards;
- the fight for retention of transportation regulations;
- all the issues that arose out of the farm crisis; and, more recently,
- the questions for farmers around trade.

As I prepared my presentation, I observed that the tasks represented by these two lists have often involved analyzing and exploring different facets of the same issue at the same time. This is important, for it helps us understand what I said earlier about women's participation affecting the organizational message. It seems likely that the final analysis of the organization, the organizational priorities themselves, and the strategies the organization employs must in some way be a product of both processes.

The priorities identified in the "women's" program, the priorities identified by the organization as a whole, and the organizational maintenance work all result in an organizational "triple day" for women. Frankly, I don't think there is any way to avoid this, but it certainly leads me to my next point.

## The Organization Needs to Be Supportive

Support mechanisms provide the "little bit of fuel" needed to help the "go ahead" happen. The organization needs to:

- provide some money and some staff time. As well as the salaries paid to elected officials, we've budgeted money for matching grants, allotted staff time to grant applications and educational work and, at times, hired staff for women's projects;
- provide opportunities to develop a "critical mass" through meetings that matter, activities we value, and a chance to learn from and do things with women

leaders we admire. Given the lives of most women, this is difficult, and the specific focus of these activities is constantly changing, as are the strategies. We've participated in international delegations and national meetings with other organizations as well as our own regional and national women's meetings; we've written books, produced radio programs, done quantitative studies, and learned to line dance;

- provide free, convenient, and good child care during meetings and conventions—every time, all the time, no matter what.

And even after all this,

### Results Take a Long Time and Easily Go Missing

When push comes to shove (and it does), our women leaders have had to defend and promote the constitution and the program. We still look over committees for gender balance, and work hard to make them that way. We are always scanning our base for women to involve, for we quickly lose female participation in women's programs, grant money, and critical mass if there is a gap in filling women's positions, or a weak leader. However, when one adds up the score, there has been measurable progress over time.

### Benefits

We have, in the NFU, always benefited from the participation of women, but in recent times, our years of endeavour have produced a new level of results:

- a woman achieved the position of vice-president of the organization, and, as most of you know, a woman presently holds the position of president;
- our statistics are better than any other farm organization in the country for women holding elected positions in the top ranks of the organization.

These women were recognized for their knowledge and their leadership abilities.

There is wide variance in how each came to her position of leadership, but in each case:

- part of their success is owing to the fact that women's positions have been described constitutionally;
- they had opportunities to enhance their expertise in areas of key concern to their organization and their sector; and
- they developed a base of support through the work of the "triple day" in the organization.

### Women Have Benefited

Women whose interests were always primarily sectoral were able to be elected as women's directors or on regional women's advisory boards and then move into areas in which they had more interest. Similarly, women who wanted to advance the rights of women found concrete support, a place to work in their sector, and an opportunity to advance the issues beyond their sector. Our women have an impact on both gender and sectoral issues across the country and internationally.

### Recommendation

In conclusion, my recommendation is that still, after all these years, organizations have to be intentional, persistent, and supportive.

---

## Support and Defend

ALICE BROWN

Director, Calgary Co-operative Association

---

MY EXPERIENCE AS A WOMAN IN CO-OPERATIVES HAS given me a sense of accomplishment, development opportunities, and just a whole lot of fun. Specifically, I will tell you about three strategies that increased the awareness and participation of women at the decision tables in Canadian co-operatives; then I will give you some personal strategies and opinions that I have found useful in my co-op career.

In the late 1970s, the International Co-operative Alliance passed a resolution at their annual meeting to encourage more participation by women. The Canadian Co-operative Association (CCA) examined the ICA resolution and looked around the room. There were no women on their board. This made FCL aware that there were no women on their board, either, and very few women on boards at the retail level.

FCL established a committee to investigate why women were not present and how they could be encouraged to become involved. They appointed one woman from each of the six regions, plus two board members—Stu Dyrland and Ed Klassen—and one support staff, Deb Chobotuk. They covered all expenses incurred by the committee, plus, they gave the committee full support and created opportunities for them to meet with delegates from each district at their annual meetings.

The committee met two or three times a year to examine why there were no women at the board tables and try to discover what obstacles were preventing them from getting involved. After identifying some of the barriers women encountered when they attempted to participate in the Co-operative Retailing System (CRS), solutions were developed and communicated to the districts. Each committee member personally addressed her own district at consecutive annual meetings.

During the final year of the committee's mandate, there was an opening on the FCL board in the BC region. One of our committee members, Teddy Smith, ran for the position. She was elected to District B18, the first woman director on the board of FCL—after fifty-five years. Two of the other committee members were subsequently elected to FCL boards as well: Alice Brown and Laura Vance. During this time, Laura and I also served on the resolutions committee for FCL. Laura chaired the resolutions committee, and I was elected to chair FCL's annual meeting.

So, we think our committee raised awareness in the male members' minds that women were noticeable by their absence, and should be considered for more than just serving coffee and taking minutes at co-op meetings. Wayne Thompson, CEO of FCL, has told me on several occasions that there are perceptible improvements in retail operations when a woman is elected to the board. Image, standards, service, and sales all improve because of her input and expectations.

My next experience was at Calgary Co-operative. Because of the formation of the FCL women's participation committee, Calgary looked at their situation and realized that they were short of feminine participation at their decision tables, too. Calgary established a committee with our one woman board member, Betty Pedersen, as chair. Betty, a long-time activist for women in agriculture and co-ops, became my personal mentor. As chair of the FCL committee, I was appointed to the Calgary committee as well.

This committee found some interesting rationalizations as to why women could never be centre managers. One of the requirements in the progression to centre manager was a tour on night stocking. The personnel department commented that women didn't like to be on night duty because of family obligations, but also because the night crew was not well supervised and tended to indulge in crude language and behaviour. This informa-

tion led to the position of centre manager being re-examined. It was decided that night stocking was not a developmental experience for potential centre managers, and within three years our first woman centre manager, Linda Bymoen, was appointed. Interestingly, she is from Swift Current. A pharmacist by profession, she did a tremendous job for us and recently retired after fifteen years to pursue a career in real estate.

Another interesting bit of data they found at Calgary Co-op was that our staff was 50 percent women, but they were in jobs that never allowed for promotion through management levels. Because of our committee, these issues were identified, and we have since had three women centre managers out of fifteen. It's still not 50 percent. It's not representative of the general population. But it's a step in the right direction. More important, we have many more women in management positions throughout the company now, and they will be ready for promotion in the next decade as senior managers retire. We recently hired a woman for a senior executive position in human resources. Some day women will also be considered for CEOs in these co-ops.

Since the beginning, Calgary has always had at least one woman on the board of directors; at present there are three. Women have served as second vice-chair and corporate secretary, but never as chair at Calgary Co-op or Federated Co-operative boards.

Calgary Co-op doesn't keep statistics on the gender of annual meeting attendees, but women's participation is probably equal to that of men. Even so, many of the women attending are disenfranchised. In order to vote or hold office, they must have their own number. Older women seem particularly reluctant to pay \$1 at Calgary co-op to join and have their own voting number for the annual meeting. It seems to be a generational thing to let the man of the house take care of the politics of the organization while she just makes all the purchases. Every province varies in its Co-op Act as to membership, but in every province it is possible for women to have numbers and fully participate.

The last experience I want to tell you about is my appointment and term on the CCA Women in Co-operatives task force. Once again, Deb Chobotuk and I found ourselves working together. I was FCL's representative, along with women from all the members of CCA. We identified barriers to participation and undertook a survey to discover the number of women participating in CCA member organizations at all levels. The

numbers were not surprising, nor were they higher than we expected. These numbers will be used as a benchmark for future progress.

We did encounter opposition from some organizations, and a reluctance to share their statistics. I think they feared they would look especially bad in terms of gender participation. Generally, male board members thought women were being treated equally, and it was up to them to push their way in and step up if they wanted the jobs. Many men were completely naïve as to the feelings of isolation, awkwardness, and general obstacles women encounter when they try to enter a male-dominated world. Once again, this seems to be a generational attitude; the younger men were much more receptive.

Looking at the CCA now, I can see where our task force helped raise awareness among all the organizations, and initiated the changes in attitude that are necessary for women to be accepted. Women are now involved in policy and planning in our co-ops, and we also have Women in Co-operatives Electronic Network (WICEN) for those on the net. This conference is another example of steps in the right direction.

Now for personal strategies. When I decided that I wanted to participate in co-operatives, I asked a man to help me. Coincidentally, he was my husband. He served on a local planning commission with Gordon Barker. I literally used the "old boys" network. After I was appointed to the member relations committee at Calgary Co-op, I worked hard to be good at my job and never turned down responsibility when it was offered. This created a reputation for being willing to do the scut work as well as accept some of the glory. Hours of meetings, committees, and volunteer activities—including blood banks and plant exchanges—were part of my life.

After you start your career path in co-ops, look for opportunities to participate on committees, task forces, conferences, and seminars. Take all the training that is available in the organization, and any outside work you think will help you improve. Don't just take co-op training. Most communities offer seminars for women to learn leadership skills. If your community doesn't, get one organized. Also, find another activity besides co-ops in which to participate. Many volunteer groups need good leaders. This allows you to develop personally as well as get a different perspective on your co-op activities. My personal choice was rural women's issues.

Work on developing a network of other women in co-ops. Always *support and defend* each other. Help women advance when and wherever possible. If a new position is being discussed, always think of women candidates. It can get lonely in a male-dominated world. You need to recruit women to join you.

It's a small thing, but symbolically very important, to have your chairman's position changed to a gender-neutral term. At both FCL and Calgary Co-op, we have finally succeeded in getting the title changed to "chair." Believe it or not, it took over five years to accomplish this, with some hostility in the beginning. Silly, huh? But important! By not thinking of this position as always male, our daughters can actually believe that the job is available to them. This is one of those attitude things that we aren't really aware of culturally. It's centuries-old brainwashing that *we even do to ourselves*.

Read some good books on gender language and the best way to present yourself as a professional equal. Read some feminist books. You don't have to agree with everything they say, but they'll give you a wider view of the situation. They also assure you that you are not alone in your quest.

Dress equally well with men. Remember how they feel very proper when they wear a tie. Most men on retail boards do not work in ties, so they're dressed up when they put one on. Another simple observation: learn to shake hands with everyone! Men like to shake hands. Use your nurturing talents as well, but don't let them become dependent like husbands. If at all possible, I never take minutes when I am the only woman at a meeting.

Find a woman mentor and confidant. You need someone you can trust to share your disappointments, plans, and accomplishments. Your spouse is also a good source of insight. After all, he knows how men think.

I could go on for hours telling you about the past twenty years and all the fun I've had. Co-ops are a natural for women. Go to the meetings, get someone to nominate you for committees and positions, and get involved. And while you're doing all this, remember to have fun! There's no better group of people to work with than people running their own business. Co-operators.

---

## Women Hold Up Half the Sky

NIAL KUYEK

Vice-President, Member Relations Division  
Saskatchewan Wheat Pool

---

PARTICIPATION IN THE SASKATCHEWAN WHEAT POOL'S committee, delegate, and director structures has historically been male-dominated. Pool activities such as local annual meetings, spring banquets, and member development opportunities, however, have always attempted to involve the entire farm family. In other cases, activities have been designed to meet the unique needs and interests of the members of the farm family—male or female, farm operators, farm women, and youth. Also historically, the Saskatchewan Wheat Pool has attempted to promote the involvement of women at all levels of the Pool's democratic structure. An example of this is the Task Force on the Involvement of Women in the Saskatchewan Wheat Pool, which was completed in June 1991. The task force:

- analyzed social conditions and attitudes relating to the involvement of women in Saskatchewan Wheat Pool's democratic control and communications systems;
- studied and recommended approaches to removing barriers; and
- developed a five-year plan for involving women.

Its recommendations and plans have since served as both guides and objectives for the Pool. Its vision can be summarized as follows:

Women's participation in all levels of the Saskatchewan Wheat Pool's democratic

control and communications systems is representative of their involvement in agricultural activities on the farm and of their interest in the policies affecting them.

The task force identified barriers that have traditionally blocked and continue to affect the involvement of women in the Pool, including:

- lack of knowledge of the Saskatchewan Wheat Pool, the agricultural industry, the opportunities for involvement in Saskatchewan Wheat Pool activities, and the broader co-operative sector;
- eligibility for committee and delegate elections;
- time and competition for volunteer involvement; and
- the tradition of male dominance.

## Recommendations

The following provides a brief summary of the task force's key recommendations.

### *Women's Interest in Participation*

- that a communications campaign be undertaken relative to Saskatchewan Wheat Pool's role as a major farm organization and the opportunities and rewards of member involvement.

### *Structure*

- that the Saskatchewan Wheat Pool continue to encourage participation by women within the existing structure according to their interests and abilities;
- that bylaws or regulations that are barriers to women in membership, voting, or seeking elected roles be removed;
- that information about the Saskatchewan Wheat Pool's democratic structure, processes, and opportunities for involvement be made widely available.

### *Image*

- the elimination of language or images in publications, presentations, programs, and advertising that create the perception that the Saskatchewan Wheat Pool is uninterested in or inaccessible to women;
- the promotion of communications and information initiatives to portray women as major contributors to agriculture, their communities, and the provincial economy.

### *Organizational Support*

- that surveys continue to be used to gather information on the situation, needs, and opinions of women;
- that responsibility for monitoring and identifying barriers to women's participation be deliberately assigned to an individual or group;
- that committees, districts, and the Member Relations Division include goals for the involvement of women in their annual planning and budgeting;
- that district level workshops be conducted for interested women for
  - orientation to the Saskatchewan Wheat Pool, the agricultural industry, and the co-operative sector;
  - leadership development; and
  - agricultural and public policy development and advancement;
- that centrally developed programs include information and discussion about the involvement of women.

### *Vision and Leadership*

- that the board of directors and senior management provide support and leadership toward the vision of the task force.

### *External Support*

- that the Saskatchewan Wheat Pool maintain contact with other farm groups and organizations for the purposes of sharing information and collaboration;
- that the Saskatchewan Wheat Pool continue to support the activities of the Canadian Co-operative Association and the Canadian Federation of Agriculture.

## Member Relations Division

The Member Relations Division of the Saskatchewan Wheat Pool has several objectives that relate to the involvement of women in key areas of responsibility, including:

- to continuously improve the Pool's democratic structure and processes;
- to provide information and skill development to all members;
- to attract members and their families to programs and activities, and encourage their ongoing involvement with youth and minority groups.

In the following, I will provide examples of opportunities, initiatives, and issues relating to women's involvement within our key areas of responsibility.

### *Member Relations Division/Democratic Structure and Processes*

#### *Local Annual Meetings*

- With attendance ranging from 15,000 to 20,000, local annual meetings provide an important opportunity for women's involvement in their local Pool. An ongoing challenge is to increase the number of women who stay beyond the social portion for the business of the meeting.

#### *Committees*

- The Saskatchewan Wheat Pool currently has 438 committees with 4,933 members;
- 298 women are involved in these committees;
- there are four women's committees;
- Committee Renewal for the 21st Century has examined how women can be involved more effectively and extensively.

#### *Delegates*

- The first woman delegate was elected in 1981; since then, the number of women delegates has ranged from one to six;
- the women delegates have an informal network for support and information purposes.

### *Member Relations Division/Information and Development*

- The attractiveness of both local and centralized programs is critical to member involvement overall, and specifically to women's involvement. This requires commitment to both planning and action at the local, the district, and the central levels.
- The Farmers for the Future program is an example of participation largely by farm couples and families. Participants are involved in program design. Daycare is provided at regional and central levels.

### *Member Relations Division/Policy Development and Advancement*

- The challenge is to involve women overall, and to develop and advance policies of specific interest to women and the farm family.

### *Member Relations Division/Organizational Relations*

- Staff attitudes throughout the organization toward the involvement and role of women have changed.
- As noted in the chart below, efforts have been made to increase the number of women, especially women in nontraditional roles, in the staff component of the Saskatchewan Wheat Pool.

	Women	Women in nontraditional roles
1987	13.2%	3.5%
1997	26.8%	11.1%

### *Member Relations Division/Co-operative, Industry, and Community Relations*

- The Division provides external support to activities of the Canadian Co-operative Association, the Canadian Federation of Agriculture, and the Saskatchewan Women's Agricultural Network.

### *Management*

- The involvement of women is an ongoing planning priority.
- Three of ten of the management group are women.
- Four of the sixteen district representatives are women.

### *Lessons Learned*

- Effective and extensive involvement of women is an ongoing challenge both to the Saskatchewan Wheat Pool and co-operatives overall.
- Co-operatives need plans, action, and leadership at all levels.
- Dedicated resources within a co-operative enhance focus, progress, and success.

As Chairman Mao said, "Women hold up half the sky."

So get involved!

---

## Women in the Co-operative Movement

JANICE MACKINNON

Minister of Economic  
and Co-operative Development  
Government of Saskatchewan

---

**T**HANK YOU FOR THAT KIND INTRODUCTION. I WOULD like to thank the organizers for allowing me this opportunity to speak to you. This event is important for several reasons. It presents an opportunity for us to examine the role that women have played, and continue to play, in the co-operative movement. It allows us to discuss the co-operative sector and what it means to this province. And last but not least, it provides a chance to get to know our colleagues a little better.

The people of Saskatchewan have always known that the best way to accomplish something is to work together. By coming together to work co-operatively, we have developed a dynamic sector that boasts shared principles of co-operation, community, and compassion. However, it is important to acknowledge the many reasons behind the success of co-operatives. One of the reasons has been the strong contributions made by the women of this province. Women have always played a valuable role in Saskatchewan's co-operative movement. And, in turn, co-operatives have provided women with valuable training opportunities and experience in business, governance, and politics.

Before my career in politics, I had the privilege of serving as president of the

Saskatoon Co-op from 1986 to 1990. I know how important co-ops are in teaching good management skills, and I've used these skills many times in my years as a member of Cabinet. When I took on the position as president of the Saskatoon Co-op, it faced many serious challenges, including financial ones. Many people pitched in to help, including Federated Co-operatives and the members of the Saskatoon Co-op. We worked hard to turn that situation around, and we were ultimately successful.

This experience proved invaluable when, as minister of finance, I took responsibility for helping Saskatchewan dig itself out from under an enormous deficit. I drew on lessons learned during my tenure with the co-op to help put the province's financial house back in order and eliminate that deficit.

Today there are many women assuming leadership roles in co-operatives across the province. They are achieving great things and receiving recognition for these achievements. However, let us not forget the women who helped pioneer the co-op movement in the early part of the century. They weren't making newspaper headlines back then, but they were making headway in getting this movement off the ground. In the early years, the role women played in the development of co-operatives was often a quiet one that seldom received formal recognition.

The work of forming co-operatives, conducting membership drives, and volunteering on co-operative committees: these are all examples of women's contributions to the growth of this sector over the decades. Gradually, more efforts were taken to acknowledge these contributions. In recent years, the co-operative sector began recognizing women more formally through awards. Let's take a minute to acknowledge some of these women's achievements.

In 1981, Lorayne Janeson was awarded the Saskatchewan Co-operative Certificate of Merit for her contributions to the development of the Foam Lake Co-operative Association. Norma Lee received the Saskatchewan Co-operative Order of Merit in 1985 for her work with the Co-operative Women's Guild and her support of the Macrorie and District Co-op.

However, the best-known example of outstanding achievement in co-operative development is that of Violet McNaughton. Violet was instrumental in shaping co-operative

action and social reform in this province. Few people realize today how significant she was to establishing a place for women within the fabric of the co-operative movement. In 1914, the Saskatchewan Grain Growers Association became the first co-operative in the province to allow women as members. Why did they make such a decision? Was it out of the goodness of their hearts? Divine inspiration? No, it was the result of determined and persistent lobbying by Violet McNaughton. Violet then became the first president of the association's new women's section. She went on to obtain the association's support in her efforts to help women gain the right to vote. In 1925, she joined the staff of the *Western Producer* as editor of the women's section. Until her retirement in 1950, she provided a voice for women on issues that affected them. And in 1934, she received the Order of the British Empire. She was an example that you don't have to be big to be mighty. A diminutive five-foot-two, she was once summed up by a friend as follows: "She's little but she's wise; she's a terror for her size." Thanks to people like Violet, with that type of spirit and commitment, the co-operative sector continues to make an important contribution to our province's growth.

Currently, there are about fifteen hundred co-operatives operating in Saskatchewan, employing almost fifteen thousand people. More than twenty co-operatives ranked in the Top 100 companies in Saskatchewan last year. That is what co-operatives are about: people getting together to provide a service for themselves as well as for the community as a whole. By working together, the people of Saskatchewan have shown the world that we can make our economy grow and, at the same time, ensure that the benefits of this growth are fairly and equally distributed.

The provincial government is committed to partnerships and to the principles of co-operation. We have taken steps to strengthen support to the Co-operatives Directorate in the department. We've restructured, and that is reflected in our name—Economic and *Co-operative* Development—emphasizing our renewed commitment to the co-op sector. As well, we have expanded our resources, including the addition of two co-operative development specialists. We have taken these steps because government knows that, just as co-operatives have played such an important role in the past, they will play an equally vital role in our province's future.

I believe that co-ops can be one of our main instruments for change across Saskatchewan, especially in our rural communities. The role of women in co-ops as agents of change will be crucial to the sector's future success. More and more women will be called upon to show leadership in helping this sector grow and prosper.

These challenges lie before us. And we will have to be innovative as well as co-operative to meet them. But we're good at that, both as women and as co-operators.

I look forward to working with each and every one of you in the future development of co-operatives in Saskatchewan.

---

## Women in Leadership and Decision-Making Roles in Co-operatives

An Asian Perspective

SALOME GANIBE

Training and Education Co-ordinator  
Asian Women in Co-operative Development Forum

---

**T**HE ASIAN WOMEN IN CO-OPERATIVE DEVELOPMENT Forum welcomes this opportunity to share with you what we are doing in Asia. I would like to thank the Canadian Co-operative Association for inviting us to this forum.

First, I would like to inform you that my presence and participation in this Regional Women in Co-operatives Forum is part of the Canadian linkage development component of a project we have with SEAGEP, the Southeast Asia Gender Equity Program of the Canadian International Development Agency (CIDA). The purpose of the project is to bring to the fore the important role of women in decision-making in co-operatives; its main activity has been to hold a regional Asian conference on the theme "Women in Decision-Making in Co-operatives."

The conference was held in the Philippines. Two Canadian women participated—Laura Vance from Federated Co-operatives Limited, and Carol Davis from Sarcee

Meadows Housing Co-op in Calgary. Laura was one of the panel presenters on the topic "Practical Actions on Enhancing the Participation of Women in the Leadership and Decision-Making in Co-operatives." But before I speak more about this important conference, let me speak about the Canadian linkage development.

### Linkage between Women in Co-ops in Canada and in Asia

We in AWCF are interested to explore concrete linkage between women in co-ops in Canada and women in co-ops in Asia. We foresee big opportunities for such a linkage to materialize if we are willing to work at it. We foresee that such a linkage will benefit both Canadian and Asian women, and the co-op movements in both regions.

Women in co-ops in Canada and in Asia share many common issues, and we believe that, by linking together, we can support each other. For example, in most countries in Asia, women comprise a significant percentage of co-op memberships—highest in credit unions and lowest in agricultural co-ops. They contribute significantly to the growth of co-ops, as savers, borrowers, and users of co-op services. In some Southeast Asian countries particularly—such as the Philippines, Thailand, Malaysia, even Indonesia—there are a growing number of women co-op managers. However, the number of women members is not matched by an equally large number in leadership and decision-making positions. From published statistics and from the presentation of Laura Vance during the regional conference, we learned that such a situation is true also in Canadian co-ops.

Many initiatives and actions have been undertaken in Canada that bring advantage to women in co-ops that we in Asia can learn from, and vice-versa. For example, the Canadian Co-operative Association's survey on family-friendly policies, the results of which were published in 1991 in a booklet entitled "Family Friendly Co-ops in Canada," and which have been distributed to a number of co-ops in Asia through CCA offices in Asia and also AWCF, became a source of examples that Asian co-ops may consider to become family-friendly as well. The material gave the AWCF the idea of documenting the ways in which Asian co-ops are gender-responsive. The documentation of cases of gender-responsive co-ops in the Philippines was published in 1995, and a handbook of Philippine co-ops' ways and efforts will be available this month. The documentation of innovative

and radical approaches to raising awareness of gender issues in credit unions in Malaysia, and how the women *and men* in these credit unions can work together as partners to bring about gender equality, is currently being undertaken. From these efforts, co-ops in Canada can learn from co-ops in Asia.

I would also like to mention that the Centre for the Study of Co-operative's publication titled *Research for Action: Women in Co-operatives* has given interesting information and insight into the issues that beset Canadian women in becoming directors of co-op boards. Many Asian co-operators, women and men alike, have benefited from the education and training they got from the Coady International Institute of Antigonish, Nova Scotia, both in Antigonish itself and in their own countries, where Coady offers short-term courses.

Many Canadian co-operators—elected leaders, members, managers, staff—have visited co-ops in Asia. They came back with a more concrete and clearer perspective of the political, economic, social, and cultural conditions of Asia as a whole and of Asian co-ops in particular. Similarly, there have been many co-op leaders from Asia who have come to Canada for educational visits to co-ops, and I have learned that the Saskatchewan Wheat Pool is a popular co-op federation to visit and emulate. The sad part of this story, however, is that most of the participants in these visits were men. On the Asian side, the reason for this is that such opportunities are given to formal co-op leaders—those who are elected, especially those on boards. And as we all know, most formal leaders are men.

As we reflect more on linkage between women in co-ops in Canada and in Asia, we can probably think of more ways in which such linkage can be made more concrete. The AWCF is interested in facilitating and co-ordinating such a linkage. We believe in people-to-people connection. More women can participate only if the focus on women is there and opportunities are not left to mere probability. When co-op decisions are made mostly by men, women get few opportunities. I hope the idea of women-to-women in Canadian and Asian co-ops can be addressed in this important forum.

### AWCF in a Nutshell

AWCF is a resource and advocacy body on gender and co-operatives in Asia. Its goal is to transform co-op organizations into vehicles for achieving gender equality and equity in

society. To carry out its role and achieve its goal, AWCF takes a two-pronged approach:

- to transform and enable co-ops to become vehicles for gender equity and equality;
- to enable women in co-ops to advocate change in and through co-ops for their benefit.

These approaches reflect AWCF's beliefs that:

- there are gender inequities in co-ops;
- co-ops, by their nature as people-based, democratically run and managed organizations, with a strong financial base pursuing social goals, have the infrastructure and are better positioned than other organizations to bring about gender equality and equity.

We also believe that women must be in positions of power and decision-making in co-ops.

Co-ops are enriched by women's perspectives and styles.

As a resource and advocacy body on gender and co-ops in Asia, AWCF provides services in the area of gender integration and leadership development for women to its members, which are national co-op federations and social development agencies promoting co-operatives with a strong commitment to bringing about gender equality and equity. Since 1994 it has also been providing services to nonmembers that are co-op organizations and to clients that are non-co-op institutions.

The AWCF was set up in 1990 by four national co-op federations in Southeast Asia for the purpose of addressing and integrating gender concerns in co-op structures, policies, programs, projects, and services. The CCA was instrumental in setting up the AWCF, as it was through conferences and discussions organized by the CCA that the idea of a collaborative forum among co-ops in Asia to address women's concerns and gender issues in co-ops came about. This forum became the AWCF. The CCA, with financial support from CIDA, provided funding for setting up AWCF in its first year and the next two years thereafter. The close connection between CCA and AWCF explains why all AWCF members are partners of CCA in Asia. These members are: the National Confederation of Co-operatives in the Philippines (NATCCO), the Credit Union League of Thailand (CULT), the Forum for Co-operative Development in Indonesia (FORMASI), the Credit Union Promotion Club in Malaysia (CUPC), and the Centre for Agricultural Extension Volunteers in Vietnam. Unlike the ICA (International Co-operative Alliance), the AWCF is not a member-

based organization. This explains why we have been very selective in our membership and have kept the numbers low.

Some of the activities that AWCF carries out, both at the regional level and country-specific level, include:

- conducting gender sensitivity training for women and men members, leaders and staff, training trainers on gender sensitizing;
- training to improve women's skills and confidence (such as leadership, livelihood skills, organizational skills, and entrepreneurial skills training);
- producing documentation and publications for the purposes of advocacy, making women's contributions to co-op development visible;
- advocacy on women-specific issues such as violence against women, reproductive health, and child-care assistance.

### The Regional Conference on "Women in Decision-Making in Co-operatives"

A hundred and three women (including two Canadians, Laura Vance and Carol Davis) and sixteen men representing co-op federations, primary co-ops, and NGOs from fourteen countries in Asia, Europe, and North America participated in this important event. The conference was jointly organized by AWCF and the International Co-operative Alliance Regional Office for Asia and Pacific (ICA ROAP), with support from MISEREOR of Germany, and SEAGEP, CIDA. The objectives of the conference were: (a) to analyze the low representation of women in leadership and decision-making positions and processes in society and in co-ops; and (b) to propose practical actions on how to increase women's participation in leadership and decision-making in co-ops at all levels: primary, secondary, tertiary, regional, and international.

Speakers from international development organizations and from the various co-op movements presented statistics on women's participation in leadership and decision-making in various structures, including co-operatives. They also presented analyses, from both women's and men's perspectives, on women's low representation in decision-making structures. In addition, they suggested some practical actions on how to increase women's participation in decision-making based on the experiences of different co-op organizations.

Why are women marginalized in leadership and decision-making in co-ops in Asia?

Some of the factors pointed out by the conference speakers and participants were:

- women's lack of time: saddled with housework and child care, women don't have time to attend co-op meetings;
- women's lower education levels compared to men. Men are better prepared to meet the practical skills required for leadership and decision-making in co-ops, (e.g., how to run meetings, how to read financial statements);
- stereotyping whereby men are perceived to be fitter and better able to be leaders than women. This stereotype operates in both men and women, so even when women outnumber men in membership, most of them vote for men rather than women;
- co-op practices that ignore women's particular needs. For example, holding long meetings discourages women from seeking elected positions, as they remain primarily responsible for household chores and taking care of the children. Similarly, holding meetings at night in places where transportation is inaccessible—this is particularly true for rural co-ops where there is little public transport and most people haven't the means to own private transport—discourages women's participation. In many cases where private transport is available, such as bicycles or motorbikes, they are available only to men;
- women's lack of training and experience makes them feel less confident to occupy leadership positions;
- the way opportunities are structured in co-ops. Candidacy requirements for co-op board members include filing for candidacy and campaigning, naturally attracting more men than women. Elections tend to favour incumbents, as the information on which members base their choices, especially in large co-ops, is thin;
- the opening for women leaders is narrower at the secondary and tertiary levels. The selection processes for board members at these levels have a "funnelling effect," which minimizes the chances of women either becoming candidates or getting elected.

### Practical Actions on How to Increase Women's Participation in Leadership and Decision-Making in Co-ops

Some practical actions were suggested on how to increase women's participation in leadership and decision-making in co-ops. And I would like you to refer to the AWCF *Bulletin*, second quarter issue, on this matter. Some of these include:

- remove legal impediments to women's involvement in co-ops;

- raise the awareness of the benefits to be gained from increasing the participation of women on co-op boards;
- push for adjustments in work conditions to reconcile work and family responsibilities;
- focus efforts for involvement on the grassroots level; second-tier and higher-level involvement will follow;
- foster a support network for women;
- provide leadership training opportunities for women to build their skills and confidence;
- combat stereotypes of women and men in relation to leadership in co-ops;
- get allies among the men.

The conference became an opportunity to draw up a Declaration and Platform of Action for the Enhancement of Women's Participation in the Leadership and Decision-Making in Co-operatives, which has been published in a booklet. The Declaration is a statement of concern from co-operative leaders and staff on the serious, age-old, and prevalent issue of women's low participation in leadership and decision-making positions and processes in co-ops at all levels. It is a call to action for all co-operatives not only to confront and analyze—recognition and analysis have already been done—but to take the necessary steps to address the issue.

The Platform of Action is both a guideline and a commitment to achieve the goal of enhancing women's participation in the leadership and decision-making of co-operatives at all levels. The Platform puts forward a plan to achieve this goal in a time frame of eight years—1997–2005. It was presented to the ICA Global Women's Committee meeting held last September in Geneva, Switzerland, as well as to the General Assembly. The AWCF and the ICA ROAP are presently taking steps toward popularizing the Platform and making it more available to co-operatives not only in Asia but also to co-ops in other parts of the world.

I hope that sharing this Platform produced by Asian women in co-ops will be another form of linkage between Canadian women in co-ops and women from the co-ops in Asia.

---

## Asian and Canadian Perspectives on Women in Decision-Making in Co-operatives

LAURA VANCE

Chair, Regina Region  
Federated Co-operatives Limited

---

I WAS PLEASED TO ATTEND THE WOMEN IN DECISION-Making seminar in Tagaytay City, Philippines, 7–9 May 1997. I would like to thank the CCA and CIDA for making the opportunity available to me. It was a once-in-a-lifetime experience, and one I will not forget.

When I left Regina at 8:50 AM on 1 May, there was still snow in the trees. I landed in Bangkok, Thailand, on 2 May at 9:00 in the evening. The humidity was high and the temperature was 38–40° Celsius. Thank heavens for air conditioning! I was met at the airport and taken to my hotel. I was on my own for three days to do some shopping, touring, and generally get over the jet lag. It does take a few days for your body to change time zones. Their days are our nights, and their nights are our days. The hotels I stayed in were beautiful. The Ambassador in Thailand was clean, safe, had air conditioning, and the staff spoke English. I was extremely comfortable.

I flew to Manila on 6 May, and was met by an AWCF (Asian Women in Co-operatives) co-ordinator, who put me on a bus and took me two hours away to Tagaytay City,

where the conference was being held. The hotel was Taol Vesta, a resort hotel that overlooked a beautiful live volcano within a lake.

The conference was organized and sponsored by the Asian Women in Co-operative Development Forum and the International Co-operative Alliance Regional Office for Asia and Pacific. More than 120 participants attended from fourteen different countries. It was a wonderful mix of culture and experience. The agenda focussed on topics such as the state of women's participation in decision-making and leadership, and women's and men's styles of leadership.

The questions that were asked and explored by the conference were:

- Why are women in co-operatives and in their roles as global decision-makers marginalized?
- How does it occur?
- How can it be overcome?

Activities at the conference consisted of panel presentations, group discussions, and break-out sessions to answer questions.

There were slides and a youth theatre group acting out what a co-op board meeting was like. The many panel presentations represented women leaders and some men leaders analyzing and talking about their perspectives on women in leadership and decision-making. The conference then drafted a plan for action on how to increase decision-making among females.

The regional conference in Tagaytay City is part of a long-term, ongoing effort to transform co-ops into gender-responsive organizations through women's active involvement not only as members but as leaders.

During my stay in Bangkok, I toured a credit union. While I was in Manila in the Philippines, I visited a credit union (an open market, street-vendor co-op), and also an educational co-op centre run by Sister Leon, who taught teachers to teach children about co-ops. Sister also had a day-care and a retail co-op that sold some food items. I visited the Darango Water Service Co-op, which had three pumping stations supplying the co-op members with clean drinking water for their homes, and I also visited a Co-operative Rice Cleaning Federation.

The conclusion I came away with is that women throughout the world have similar

problems and challenges. Despite the success of co-operatives, they have been generally blind to the differences in the conditions of women and men. Considering the present environment, co-operators must more than ever be aware and accept the reality that the wider and stronger forces of culture, tradition, economics, and politics foster stereotypes of women and men that limit their opportunities and capacities, especially those of women. Women are an important resource which, when recognized and mobilized, will increase, in large measure, the growth and effectiveness of co-operatives.

In conclusion, I would like to say that women's issues belong to everyone. They are global issues that involve all people, men and women alike.

---

## Opportunities and Challenges

BETH HENDERSON

President, Moose Jaw Co-operative Association

---

GOOD AFTERNOON, LADIES AND GENTLEMEN. I TOO have five grandchildren, and you know what they say about grandchildren—they are your reward for not killing your own children when they were growing up.

### Experiences

As you heard, I have been involved in several co-op systems. I was on a local advisory committee for the Neville branch of Pioneer Co-op for several terms, and I was a Saskatchewan Wheat Pool delegate for six years. For at least one of those years I was the only female out of 144 delegates.

I was working off-farm when the opportunity to apply as a District Representative with SWP came up. I figured if I was working off the farm anyway, what could be better than working with farmers? So I was hired, and I really enjoy my job. I'm not saying that just because my boss is here. Part of my job involves working with the elected officials in my district and assisting them in identifying their training needs. I also have the opportunity to work with other co-ops in the area.

I have served on the Neville Credit Union Board, but that was only for one term, as it overlapped with my move to Moose Jaw when I became a District Representative.

In Moose Jaw, though, I have served on the co-op board for four and a half years. I have been a delegate to FCL several times, and had the privilege of chairing the annual meeting last spring. This has been a real learning experience as well. A retail co-op board is very hands-on, and I have had the opportunity to be involved in such things as negotiations.

### Opportunities

There are many opportunities to broaden your experience and horizons, for education and training, and to network with other co-operators from your community, province, across Canada, and sometimes even internationally. Because, unfortunately, neither women nor men are beating down the doors to become elected officials in most co-ops, there are lots of opportunities to get involved. And you can't worry about what other people will say. There are still people out there who will ask, "What does a woman know about farming? Or finance?" They know enough to get involved, and they can learn the rest, just like anyone else.

### Challenges

There are also many challenges, and lots of them are not gender related. Our relationship with members is a major challenge. The generations coming up, our children and grandchildren, don't know the reasons why co-operatives were formed. They have not seen the world without co-operatives. As women, we can and must work to renew the vision for co-operatives.

Another challenge to co-operatives is how to remain financially strong. We need a strong capital base to compete in the business world of today. We need strong women as well as men in decision-making positions. Sometimes you will have to make decisions that will be unpopular with your members, to ensure your co-operative stays financially viable.

As women, we need to figure out how to operate in a man's world, for that is what many co-operatives still basically are. Many organizations are moving from a hierarchical structure to a flatter structure, with more of a team atmosphere. As women, we have a different management style from men, and it fits in well with where many organizations, including co-ops, are going.

Women often feel they do not possess the necessary skills and knowledge to perform the functions associated with an elected position. As I said before, there are lots of opportunities for comprehensive training. The challenge for those of us involved in either an elected position or a staff position is to ensure that women are asked to become involved, to assure them that training is supplied by the co-operative system, and to encourage them to take part in it. We also need to provide a support system. Mentoring and role models were mentioned several times last night.

### Changes

We need user-friendly co-ops for women who want to serve on boards or committees. At Moose Jaw, we combine our meetings with supper, as all of us work at other jobs. Do committee meetings have to be moved out of elevators? Let's make the changes necessary to accommodate women and help them feel comfortable.

Other changes I would like to see are not gender-specific, although I do want to see increased representation by women. What I want to see is young people of both genders involved. At my age, young is a relative term, but I'm talking about people in their forties and down. We need to capture their imagination. As co-operatives, we need to be so dynamic and progressive that *we* are the organizations to which people are willing to give their volunteer time.

---

## Some Thoughts on Public Service

FERNE NIELSEN

Delegate, Saskatchewan Wheat Pool

---

I WANT TO BEGIN BY THANKING JOCELYN FOR THE introduction. I also want to thank the Canadian Co-operative Association for the opportunity to speak with you this afternoon.

First, I want to refer to the handout that I have prepared. This paper has some of my thoughts and words of encouragement as you continue to exercise your respective roles. I have titled the paper "Some Thoughts on Public Service," as I believe it matters not whether you are serving in the different levels of government or co-operatives—the observations, encounters, and experiences are pretty much the same.

I'll start by telling you a little of my own history, leading to my present role as a delegate of the SWP. I married early—really early, in fact. In the mid-sixties, I was in grade 12, with good grades, my eyes and aspirations set on university. I also had a steady boyfriend. You know the rest of the story. I was married in April of that year, but I did remain a student and finish my schooling. It was one of many times in my life that my resilience and strength was put to the test. At times, it would have seemed easier if I'd had a disease. Thanks to God, my close friends, and to my now very best friend and husband, George, I graduated. My daughter, Peg, was born that September.

Although my life has been exceedingly happy with my husband and family, I missed

the opportunity to receive formal postsecondary education. Working on the farm and raising a family, there was no time I could leave for an extended period to pursue education at an institution. Note, however, that I have referred to “formal” education at an institution. I was determined that, although one door was shut to me, another door was going to open. Because I love to learn, I became a bit of an intellectual blotter, and read—and still do—copious amounts of material on a limitless number of topics. The development of astute listening skills, taking every course or seminar that comes within distance and my own time limits, accessing university by correspondence, libraries, and the Internet, are but a few of the tools that were at my disposal for the purposes of self-education. Life must be lived to the full each day, and not a moment is to be wasted in emotional or physical stagnation. When life has handed me a bit of a hurdle, I have tried to become a pretty good jumper. *A lost opportunity does not equate with a lack of ability.*

In the late 1980s, I decided I wanted to be a farmer. I had read several stories about the women who were the unsung heroes in opening up and settling this great land, but somehow I didn’t think they had advanced a whole lot in the ownership of farm land. I did purchase my own land, and in the ensuing years I have accumulated a land base of five quarter-sections. George and I have a working agreement in which I exchange labour for the use of equipment, with a final monetary settlement after freeze-up. On the purchase of my farm, I applied for Pool membership, and it was approximately two years later that I was asked to join the local Pool committee.

I want to tell you about my becoming a member of the SWP. I had purchased some of my land in the spring, so in August, at the beginning of the next crop year, I applied for my permit book and filled out an application for Pool membership. Around Christmas, I had still not received the membership card in the mail. Both George and I thought this a little odd. George thought I should go back and see our elevator agent, Henri. So I went into the elevator and asked him why I had not yet received confirmation of my membership. He looked at me and replied, “That’s because I haven’t sent it.” I told him to mail it right then and that I wanted equity on the grain I had sold from the first of the year. I am happy to say that my experiences with the Pool have been much more positive since.

I have shared this experience with you for several reasons. First, I want to say that one of the reasons we do not have as many women on boards or in management positions is because of the impediments and roadblocks we sometimes set up for ourselves. How many times have we been asked, or asked others, to run for the co-op or credit union or the Pool committee and we hear, “Me? Run? I can’t do that. I don’t have the education or the ability.” That was my reaction. Looking back, I would have to say that lack of self-confidence is the reason why too few very capable people contribute to public service.

Ladies and gentlemen, it is long past the time when we must begin to view each other as people, not men or women, not rich or poor, and neither black or white, but real people who have talents, abilities, and knowledge we can all work with, and from which we can all learn. Moreover, while we don’t live in a perfect world, we can indeed set goals and strive to achieve an altruistic society that upholds the equality of all people. Our communities, our governments, and the world need people who possess the discretionary ability to make common-sense decisions. Women have certainly perfected some of the organizational and mediating skills that are much in demand in board rooms across our country. God knows, we get pretty good at shoving a casserole in the oven, hitting a sale on the way to the kids’ swimming lessons, breaking up a sibling fight in the back seat, and still managing to put on a little makeup while we’re driving. Serving on the Wheat Pool committee would seem like a holiday.

The point is, enrich yourself at every opportunity, and let’s stop selling ourselves short. Take a personal inventory and get on with utilizing your acquired skills. To accomplish great things, we must not only act and dream and plan; we must also believe.

So how can we achieve participatory balance on the governing co-operative boards?

1. Identify women who are philosophically supportive of the co-operative movement. We do not gain if the person representing us is not convinced of the need for or the potential dynamics of co-ops in our society.
2. Ask them to let their name stand for the co-op or credit union board, or for the Wheat Pool committee, or as a delegate. We must be cautious that we don’t draw our circle of support too close or too tight, and in so doing, overlook a diamond sparkling in the distance.

3. I speak in block letters about this point: BE CAREFUL NOT TO GIVE THE IMPRESSION THAT YOUR BOARDS OR COMMITTEES ARE HAND-PICKED. I am aware of the benefits of nominating committees. Conducted properly, they fulfil their purpose. However, they can be the greatest impediment to attracting new members, women in particular. The co-operative movement purports to uphold the ideals of a democratic structure, but there are times that I have to question some of the actions and principles at work in the recruitment of new people. I would like to see a notice in the newspaper that identifies not only the annual meeting but also the chair of the nominating committee. It would state that the association is inviting members to submit their names for election, or inviting them to obtain a nomination form from the committee. This would avoid the perception that the board or committee is a closed-door clique or an old boys' club. It is most important that we improve our actions in this area, for it angers the membership against the board and makes a mockery of the principles of democracy.
4. Terms of Office: I will not speak in block letters about this point, but it comes a close second to the nominations process. I urge you to have a serious review of the terms of office of directors and committee people at your co-operative. Some men have been in these positions since Confederation! Some co-operatives have implemented a bylaw that allows individuals to serve three, three-year terms. If your elections are conducted on a graduated term of office, a person wishing to serve again would only have to sit out for one year. This may not be for every co-operative, but if there are people who have sat on your board for many years, you might want to consider it. I remember speaking to one older fellow who told me he had been on his co-op board for nearly thirty years. I told him that was too bad; for perhaps ten of those years, he likely had not been all that productive. We must move some of the dead wood off our boards and committees if we are ever to see the dynamics change.
5. Make an investment in the orientation of new recruits. It is time and money well spent. The SWP has an excellent plan for the education and personal development of new delegates and committee members. It is much less intimidating to

participate if you can reassure the new delegate that there will be ample opportunities for her to learn about the structure, the governing policies, and the constitution of the organization.

6. Once elected, make sure that she actively participates in the debating and the decision-making at your board table or committee meeting. Encourage her to express her opinion. Let her know that her input is both needed and valued. Make sure she is invited to join any special committees that are associated with your co-op. To the men who are already sitting on the board or committee, I say, do not expect that because a woman has joined you, she will automatically become the secretary. And for the women who have been elected, I say to you, get involved. Educate yourself about the co-op and your responsibilities. Be prepared to spend time studying and learning. It will be time well spent; it will not only give you a wider knowledge base, it will also earn you respect and credibility both with your membership and with your fellow board or committee members. As a women in agriculture, I spend a great deal of time educating myself, making sure that I am current on agricultural issues both operational and political. I invest a lot of time and money accessing information because I am committed to doing the best job as a delegate that I can. I have great respect for the men I work with, and I feel that they, in turn, respect me as their colleague.
7. The final point I'll leave with you consists of one word: Respect. Respect your fellow humans in whatever capacity, whatever situation. If we daily practise to appreciate one another's abilities, contributions, and talents, and to respect our differences, there is absolutely no one who would not feel at ease contributing to your co-operative. Adapt a policy of zero tolerance toward actions of disrespect to the individuals at your board table, and allow only the issues to be debated. Let compassion, empathy, and honesty be your guiding principles.

I wish with all my heart that your co-operative movement will continue to grow and to prosper, for as the world and, in particular, this province, changes, how much better

the outcome will be if we can work together as partners in business. I also wish for you to experience personal growth and success. Let us ensure that our co-operatives increasingly include our society's diverse inhabitants. In closing, I'd like to share with you this short poem by R.L. Sharpe:

Isn't it strange  
That princes and kings,  
And clowns that caper  
In sawdust rings,  
And common people  
Like you and me  
Are builders for eternity?

Each is given a bag of tools,  
A shapeless mass,  
A book of rules:  
And each must make—  
Ere life is flown—  
A stumbling block  
Or a steppingstone.

#### Text of Handout: Some Thoughts on Public Service

- Don't wait for an invitation to serve. While you might be asked to let your name stand, there is a greater chance that you will not be approached. It is beneficial to let your close friends know of your interest or take the time to seek the input of others who have or are presently serving in that capacity.
- The toughest criticism that you will endure will most likely come from people in your own community and, surprisingly or not, the larger percentage of those people will be women!
- Attempt to educate yourself as much as possible on the position that you plan to serve in ahead of your nomination. Federated Co-operatives, Credit Union Central, or the Saskatchewan Wheat Pool will provide you with appropriate material. Being prepared for your responsibilities will undoubtedly help you before and after your election.
- Responsible, mature behaviour is expected throughout the entirety of your

term of office, not just when you are representing the association at a meeting or a function. Once elected, people think of you in order of your position first and you, the person, second.

- Self-confidence is not congenital. It is an acquired skill that grows stronger with personal development and growth supplemented with a great deal of practice. The same applies for public speaking and making presentations. They are all life-long learning abilities.
- Be prepared to confidently assert your opinions and ideas and not be intimidated by gender, position, or longevity of service.
- It is most important that your work ethics reflect a respect for being a team player, for our society needs more of these than they do leaders. Take communal pride in the achievements of your co-operative. The quality of your work and the ethical strength of your character will speak much louder than words.
- If possible, take a course in conflict resolution. It is invaluable. When challenged, chose your words carefully and respectfully.
- Always combine your personal vision and goals with a sense of compassion and empathy. We are not immune to life's adversities.
- Treat confidentiality with respect. If abused, trust will never return. The same applies to honesty.

Some of the rewards you may experience:

- You will acquire an immense amount of education and knowledge, not just in the position of service but from the interaction with the many and diverse people you will meet.
- You will appreciate a broader sensitivity to the rights, the causes, and the successes and failures of other people. Over time, you will acquire more tolerance to the incidental problems in your life.
- You will obtain new skills, particularly in the art of strategic thinking, planning, and, at times, lobbying.

I wish all of you only the very best as you strive to achieve success in your co-operative and in attaining your own personal objectives.

---

## A Career in the Co-operative Retailing System

RITA DUMONCEAU

Manager, Ponteix Co-operative Association

---

IN PAUL'S FIRST LETTER TO THE CORINTHIANS, HE wrote, "When I came to you, brothers, I did not come to you with eloquence or with superior wisdom . . . I came to you in weakness, in fear, and with much trembling." I was told that the human brain starts working the moment you are born and never stops until you stand up to speak in public.

My career in the CRS (Co-operative Retailing System) began on Friday, 23 October 1976, when I was hired as a farm service centre clerk. The department manager had taken the day off. I was told my duties, none of which I knew anything about. But it didn't sound too hard, and besides, the other clerk (a man) was there to help. Piece of cake, I thought.

Wrong.

My trainer hid in the tire bay, supposedly fixing tires, so whenever anyone came into the store I had to go and get him. I really think he felt I had the plague, or if he got too close I might bite him. That first day I realized that if I was going to keep my job, I was going to have to learn everything—and in a hurry. Opportunity was disguised by hard work. All I knew was that this job gave me a pay-cheque that would help pay the bills.

Little did I know that I would make this job into a very satisfying career, bringing with it many rewards, lifetime friends, and stress.

The general manager made it clear that moving barrels of oil was not woman's work. Nor was dispensing bulk fuel, lifting bags of feed, or changing tires. The next fall, the Saturday of the long weekend, a farmer came in just before closing time with a split-rim truck tire to be repaired. He needed the tire to continue with his harvest. No one was there to fix it, just me. So we fixed it and he was on his way. The next day a farmer phoned me at home, wondering if he could get some bulk fuel and oil if he came in with slip tanks. He needed the fuel, so once again I did what I was told not to do. I went down to the store, loaded the oil and dispensed the fuel. I never would have been found out except that his wife appreciated my service so much that she sent me a bouquet of flowers, which were delivered at about the same time the general manager arrived. He didn't fire me, but I was told never to do it again.

The department manager had been fired three days after I started working, and we went nearly a year without one. As I learned my own job, I had to fill the managerial role as well. But when the decision to hire a new manager was made, I was not considered. It was a man's job. No women need apply. I continued to do all the work I had been doing, though, so he got the pay and I got the stress.

My job continued to be stressful, so when the office clerk job came open, I applied. I was hired, but had to take a pay cut owing to my inexperience at office work. No problem. I guess I must have been a quick learner, because within three weeks my wages were reinstated. I continued to learn, and the accountant, who was very lazy, added to my duties as soon as I learned them. He felt he could take advantage of me, first because I was a woman and second because I needed my job. This gave him more time for coffee, reading the newspaper, and gossiping, all of which he was very good at.

When gossiping, he switched to French, which was the second language of the community. No one knew I understood French, so I remained silent. One day, though, I heard him gossiping about one of my family members, and saying something totally untrue. I blew up. He turned red, and the other person left in a hurry. My comment to him was, if you have nothing nice to say about someone, don't say anything, and don't insult people

by speaking a different language to someone while someone else is present who may not understand.

In the spring of 1980, I took maternity leave to have my second child. I got three months off, kind of. Two weeks after I had my daughter, I got a phone call asking if I could work one day doing inventory extensions. I guess no one else knew how to use an adding machine.

My marriage was on rocky ground, so I threw myself into my job. When my husband suggested that maybe we could save our marriage if we moved from his home town to a place where we didn't know anybody, I was game. I was not told about leaves of absence, so I lost six years of seniority. I could take early retirement in five years if I hadn't lost these years. In less than a year my marriage was over, and I was back home working part time in the office. When the hardware department manager's job came open, I applied. I got that job, and continued working part time in the office. Being a single parent now, I needed all the money I could make.

Within a few months, the general manager's job came open. The farm service manager became the general manager and, since the hardware store was slated for closure, he insisted that I work full time in the office as office manager. It was from this man I learned what was expected of a general manager and how to do the job. He understood what I was going through personally. Some days, I would go to work and he would take one look at me and say, "Into my office, now." He'd grab a coffee for both of us and we would talk. Sometimes I cried, but usually I felt better and had a smile on my face for the rest of the day. Some days I felt I would die, but Joan Baez said it best when she said, "You don't get to choose how you are going to die or when. You can only decide how you are going to live."

When the general manager got a promotion, his replacement and I had a personality conflict. It was time for me to move on. I was still having problems with my ex-husband, so I decided I would phone FCL and see if they had any opportunities available for me. I had been taking all the training available to prepare me for a more responsible position. I expected that I might hear about something within three or four months. That was Monday morning. By Monday afternoon I was told that I was to go to Ponteix

on Friday for a job interview, but before that, on Wednesday, I was to go to FCL for a pre-interview interview. Things were moving too fast, I thought, but then I remembered my mother's philosophy: "God grant me the serenity to accept the things I cannot change, the courage to change the things I can, and the wisdom to know the difference." I knew I could not change the general manager, so I would have to make the change.

That Friday I was hired as the retail manager of Ponteix, and I am still there today. The board consisted of six men who hired me—an outsider and a woman—over a local man. They had their concerns as to whether this little woman—trust me when I say "little"—could do the job. I weighed in at 115 pounds. Could I lift or move the heavy merchandise at a farm service centre? I could and did. The members were harder to convince that this divorced outsider, a single parent, would know anything about managing a farm service centre. Had I been a man I feel there would not have been the same problems. I had to work twice as hard to prove myself. Since then I have gained their trust and respect. They now ask for me and I feel I am an important part of the community.

Staff have always been a problem. First, the operation is for a person and a half. When I started, there was another full-time employee, a man. He resented the fact that I had got the job he had applied for. He made my life miserable, and when I told him in June that his job would become part time as of 1 September, he quit. I then worked ten hours a day, six days a week, for thirteen weeks, while trying to give my two children a stable home life in a new community.

Since being hired in Ponteix, I have had at least ten job promotions offered to me by FCL. Since I have found a happy balance in both my personal life and career, I have refused them all. I have had two women employees. They both seemed to take advantage of me. As another woman, they thought, I would understand. Currently, I have a man as a part-time employee. He owned his own business previously and is a great asset to the co-op. I am grateful to have him. I firmly believe a person should be hired on ability, not gender.

Things have changed for the better for women in the past twenty-one years, but there are still only thirteen female retail managers out of ninety-three retail outlets in the Regina region. This is a 14 percent improvement over when I started. At that time, there

were four out of 103, or 3.95 percent. Of the six board members, I have two women on the board of directors—one of whom is the president—and a male secretary.

The problem I see is that, in most cases, male managers appear to be more mobile. Their spouse often has a job, but she can usually find another one in the next community. Women usually have more ties to a community, since their spouse is usually a farmer or a businessman who can't really move. So we stay in our present jobs, happy to have the extra pay-cheque to pay for the groceries.

I have been offered many opportunities through training. From training comes knowledge; from knowledge comes power; with power we can make anything happen.

In closing, I would like to read you the commencement address by Oprah Winfrey to the graduates of the all-female Spelman College in 1993:

Be a queen. Dare to be different. Be a pioneer. Be a leader. Be the kind of woman who in the face of adversity will continue to embrace life and walk fearlessly toward the challenge. Take it on. Be a truth seeker and rule your domain, whatever it is . . . your home, your office, your family . . . with a loving heart . . .

Be a queen. Be tender. Continue to give birth to new ideas and rejoice in your womanhood. My prayer is that we will stop wasting time being mundane and mediocre . . . We are daughters of God—here to teach the world how to love. It doesn't matter what you have been through, where you come from, who your parents are—nor your social or economic status. None of that matters. What matters is how you choose to love, how you choose to express that love through your work, through your family, through what you have to give to the world . . .

Be a queen. Own your power and your glory.

---

## Women as Elected Officials: Realizing the Vision

KATHY GRAY

Vice-President, Saskatoon Credit Union

---

I AM APPROACHING THIS FROM TWO PERSPECTIVES—that of the local credit union board and also the provincial, second-tier credit union system, since I am also a delegate to Credit Union Central. We were asked to talk about our experiences and opportunities, the challenges we've faced, and the changes that need to be made. I will make a few brief comments under each topic.

### Experience

I have been on the board of Saskatoon Credit Union for ten years. It is the second-largest credit union in the province, with 57,000 members and \$500 million in assets. Being a board member of a credit union this size is an important and serious undertaking. I have sat on a number of committees. I am currently second vice-president and chair of the audit committee. I am also a delegate to Credit Union Central, and have been a member of different committees at that level, most recently the vision/values committee.

For seven years, I was the only woman on the board of the Saskatoon Credit Union, and one of only a handful of women in the 115 or so delegates to CUC.

My workplace—the Human Resources Division at the University of Saskatchewan in

Saskatoon—has always had a good gender balance, so I had never been exposed to situations that were so male-dominated as the local and provincial credit union system. One thing I learned is that men and women have different styles of decision-making and leadership. I would find that the well-meaning and well-intentioned men would, in a natural way, do things together on a social level—go for lunch, play golf—from which I was excluded. This was not intentional; they just didn't think about including me. I have no problem with this. Women also like to socialize, and may not include men in those gatherings. Without a gender balance on boards or in management, however, these activities can become power issues that have a negative impact on women because of the discussions that may occur outside the board room—in the café or on the golf course.

Let me give you an example. A few years ago, following board elections, we met to nominate and vote on the executive. I had been first vice-president and had decided to let my name stand again. As the meeting progressed, it became apparent that there had been a lot of discussion outside the board room. It was all decided who would constitute the executive, and I wasn't one of them. I was, needless to say, quite taken aback, and somewhat hurt. I didn't say anything that evening, but did discuss it later with the newly elected president. He was surprised and concerned that I felt the way I did. He said that "they" assumed I had not been interested in continuing because I didn't actively lobby. Now, you may or may not agree with the president's response, but my point is the different styles. I assumed that, having carried out the role of vice-president effectively, I could just carry on. Their approach was to network and plan and determine the future of the board in conversations from which I was excluded, so how could they know my interests? If there had been a gender balance on our board, those discussions would have had to include women. I just wanted to use that example to illustrate the impact gender inequities can have. And I stress here it is the impact, not the intent.

### Opportunities

Being a director of the Saskatoon Credit Union has provided me with many opportunities. It has been and continues to be a wonderful learning and growing experience: learning not only how to run a credit union of our size—making hard decisions about

branch moves and closures, weighing financial considerations against people considerations—but also learning about the large social democratic structure through involvement with CUC and at other national and international events, most recently the World Council of Credit Unions in Vancouver. And it has given me the opportunity to participate in developing policies that influence the future of these organizations.

### Challenges and Changes

Finally, the challenges we face and the changes that need to be made. There is an article in a recent *Maclean's* magazine that deals with the lack of women in senior management positions in banks. So, in that way we are not alone. Here is part of the article:

The key finding [of the bank's report] is that women were held back by stereotypical attitudes, myths, and "conventional wisdoms." Some of those "wisdoms" were just plain wrong. Fiction: women had not been in the pipeline long enough. Fact: women had punched in longer service than men at every level, except when the survey reached senior management, where women simply weren't. Fiction: baby-making women tended to quit, and, ergo, are not committed to their careers. Fact: 98 percent of women returned to the company after giving birth.

As I said, in many ways credit unions are no different from the banks with respect to the representation of women. However, I think there is a belief that the co-operative approach, with its grounding in social democracy, should somehow be different from the traditional small-c conservative banks. Obviously, we are not, but the upside is that the fact that we are a co-operative and a social democracy gives us the opportunity to change in a way the banks cannot. We have a say in how things are done and will be done.

The series of articles and discussions dating back to the early 1980s on how to increase women's participation in co-operatives that Lou referred to in her presentation illustrates that we know where we want to move from, but it is not clear where we want to move to, or, perhaps more accurately, how to get there.

We need a vision that includes women as viable and necessary to the future of co-operatives and credit unions. And leaders must communicate that vision in a way that attracts and excites members, including, and perhaps especially, women. The leaders are in this room. By sharing our collective knowledge and energy, we can realize that vision.

---

## Youth in Co-ops

NIKKI RIVIÈRE

Saskatchewan Co-operative Youth Program

---

I AM ORIGINALLY FROM RADVILLE, SASKATCHEWAN.

I grew up on a farm. I am currently in Moose Jaw attending SIAST, Palliser Campus, working toward a degree in Marketing.

### Involvement in Co-ops

I look at my co-operative involvement as a progression up a ladder over the past eight years. I first got involved with the Saskatchewan Co-operative Youth Program (SCYP) when I was fifteen, and took part for three years. After that, I staffed the camps for a number of years, as well as promoting the program to other young people through the speakers' bureau, which is a program the SCYP designed to teach public speaking to youth. It then encourages them to spread the word about co-op camps to their peers. In 1994, I attended a National Youth Congress in Toronto, followed by the Triennial Conference. I went on to promote youth involvement in co-ops in both Canada and in some areas of the United States. Just this year, I was in Colombia on a youth interaction exchange. I have grown more and more with each experience in my involvement in co-ops. Later this month, I will be going to Mexico to attend a youth conference for the ICA.

### Why Am I So Involved?

Many people might think I got involved in co-ops because I have a very co-operative family. My grandpa, Paul Rivière, was a co-operative-minded person, and that flowed down to my father, Maurice. Other people might think I got involved in the SCYP because of a burning desire to learn more about co-ops—or did my parents force me to go? There are two parts to the truth, the first being that I just wanted to get away from the farm and Radville for a week, the second being that I knew a cute boy who went to co-op camp the year before, and I wanted to go and see what the big deal was. I think I owe that guy a huge thank you!

### Thoughts on Women in Co-ops

When I first got involved in co-ops through the camps, I did not see any problem with equality. All the camps I attended were staffed by an equal number of men and women, and there was usually a good split of male and female participants. The first time I noticed a huge problem was at the Triennial Conference in Toronto. I was there to promote youth involvement, but as I looked around the crowd I realized the need to promote women as well! This thought has stayed with me since then, but it wasn't until this spring that I saw some action. I was attending an international development workshop in Saskatoon, and Jocelyn and Deb were talking about hosting a women's conference. I kept this in mind during my trip to Colombia to see how the equality issue was faced in that country. To my surprise, I found that the partner company working with CCA on the exchange had a four-person division solely for working with women and getting them more involved in the co-op movement in Colombia.

Now, my present goal is to get a job marketing and promoting co-ops to women, youth, and the general public. Lou's presentation this morning was right on in terms of this. When I think of my future plans and goals, I am always factoring in the possibility of a husband, children, and a home. I don't think that men have to think that way. This morning in my group we were talking about my goals, and I said that some guy will have

to start running now so he'll be able to keep up with me in the future. Not five minutes later, Lou put up a slide that said, "She's not married, she doesn't have kids—it's easy to be married to her job." Word of warning? Definitely a reality check.

### How Can This Be Helped?

Another of Lou's slides that I found right on the money was, "She had an informal sponsor who gave advice and helped, but she had to promote herself." I think it is very important for women (and men) in decision-making roles to be supportive of other women trying to get involved. More importantly, women must be confident and strong enough to put themselves forward. Here comes my SCYP push! Before SCYP I was a shy country girl. Look at me now! But, I am preaching to the converted here. We need to get the message out to the general public, and get more people involved.

### Role Models, Mentors, and Support

Of all the people I've worked with in the past, I think the biggest role model for me would be Karen Timoshuk. She was the Program Officer of the SCYP when I first started. She was really outgoing and involved in co-ops. Now she is raising a family and still working in the co-op movement. She has always been very supportive to others in the system.

Another important support and role model for me is all of you. The enthusiasm and ideas flowing at this conference will be a support for me well into the future.

---

## Making Changes: What and How?

ROGER HERMAN

Saskatchewan Region Manager  
Canadian Co-operative Association

---

THE FINAL SESSION OF THE FORUM WAS INTENDED TO prompt ideas from the participants on how positive change regarding the involvement of women in co-operatives might occur. This session was facilitated by Roger Herman, Manager of the Saskatchewan Region of the Canadian Co-operative Association. Roger invited participants to offer specific recommendations on:

- *what* needs to be done;
- *who* should be responsible for such action; and
- *how* such recommendations might be implemented.

Initially, participants worked individually on this task, then shared their recommendations with others at their table, and finally, with the large group if they so chose. Following is a summary of the recommendations from this exercise, grouped according to who has been identified as being responsible for carrying forward the ideas.

### Recommendations to CCA or Other Umbrella Organizations

*Recommendation:* Facilitate a women's role modelling/mentoring initiative.

*Who:* The Canadian Co-operative Association.

*How:* CCA could add to its resources (web page/brochures/directories) a list of potential mentors with biographies. CCA could also facilitate the matching of women/men/youth.

*Recommendation:* Develop an action plan to implement means of increasing women's involvement.

*Who:* CCA Saskatchewan Region with a commitment of resources and support from member organizations. CCA can help get the committee established, and facilitate as needed. We need a commitment from major organizations to support this effort with money, people, and public relations.

*How:* CCA will establish and facilitate a committee of people from major organizations to develop the action plan.

*Recommendation:* Continue to hold this type of event/forum annually.

*Who:* CCA, Saskatchewan Region.

*How:* Expand the forum to include more representatives from all the provinces.

*Recommendation:* Increase female representation on boards of co-ops.

*Who:* The co-ordinators of this forum.

*How:* Compile the various recommendations we have heard at the conference. These recommendations should then be reviewed by boards, with suggestions on concrete actions that can be taken.

*Recommendation:* Establish a women's co-operative development fund for supporting the development of co-ops for women in Canada and across the world.

*Who:* Co-operative Development Foundation (CDF) and its donors.

*How:* Find a champion; promote the idea on WICEN (Women in Co-operatives Electronic Network).

*Recommendation:* Ensure youth involvement in co-operatives.

*Who:* Saskatchewan Co-operative Youth Program.

*How:* Promote youth activity.

*Recommendation:* Conduct more educational events on what a co-op is for the general public and youth.

*Who:* Canadian Co-operative Association.

*How:* Hold educational workshops. Develop easy-to-follow manuals that can be used by co-op leaders and grassroots members.

*Recommendation:* Extend youth education downward.

*Who:* Saskatchewan Co-operative Youth Program.

*How:* Hold co-op day camps for 8-12-year-olds in the summer. Co-op clubs for kids—weekly? monthly?

*Recommendation:* More education is needed regarding the co-op movement. This could be emphasized in the schools, thus leading to greater involvement by both sexes.

*Who:* All co-ops should be involved in this initiative.

*How:* All the member organizations of CCA should be asked to bring this initiative forward through the CCA to be worked on through the Department of Education.

*Recommendation:* Promote co-operative enterprise development as an alternative to employment.

*Who:* Saskatchewan Economic and Co-operative Development, and leaders of existing co-operatives and credit unions.

*How:* The Saskatchewan government is returning to promoting co-ops. Get the word out so people realize they can start co-ops themselves. Members of the big three co-ops and interested individuals should get the word out to help each other.

*Recommendation:* A focus needs to be made on gender-sensitive training and gender-sensitive issues at all levels in our co-operatives.

*Who:* CCA, with a commitment of support from members.

*How:* Promote the training throughout all levels of member organizations. All people, men and women, in our organizations need to be made aware of the issues and benefits of having equal representation in decision-making levels of our co-ops. With education comes acceptance.

*Recommendation:* Plan for a forum or gathering like this on a regular basis that will evolve into a more formal structure.

*Who:* CCA and the Regional Council or the organizers of this forum.

*Recommendation:* Develop with co-ops a gender integration framework for utilization by co-ops at all levels.

*Who:* CCA.

*Recommendation:* Establish a network of women co-op leaders as a resource pool for co-op gender advocacy and link with NGOs and government organizations, locally and internationally.

*Who:* CCA.

*Recommendation:* Document the transformative leadership experiences of women and publish them; let their experiences be known by all men and women, not only in the co-op movement but in all of society.

*Who:* CCA, any secondary organization, or even by primary co-operatives.

*How:* The people who shared their experiences in this forum are a rich source of materials to start with.

*Recommendation:* Share recommendations from this forum with the management of major co-operatives, and invite them to future events to participate.

*Who:* Organizers of this forum and representatives from the co-operative organizations.

*Recommendation:* Continued education: continue the path of engaging women in co-ops, in particular, youth. Develop a leadership training package.

*Who:* CCA and the Centre for the Study of Co-operatives, in partnership with other women's organizations, agencies, and co-ops.

*How:* Education: target school-age, high-school, postsecondary, and women's groups. Develop educational packages (i.e., presentations, leadership training programs).

*Recommendation:* In terms of gender balance, equality of opportunity does not translate into equality of impacts/outcomes. Co-operatives should strive to achieve equality of outcomes to achieve gender balance.

*Who:* Policy-making bodies of the CCA.

*How:* Develop measurable indicators to assess progress. Develop strategies on how to achieve those results. It may mean providing differential opportunities to achieve equality of impacts/results.

### Recommendations to Specific Co-operative Organizations

*Recommendation:* Develop a plan for positive action to involve women.

*Who:* Federated Co-operatives Limited (the board as well as management from all departments).

*How:* Plan ways to get women to buy more food and petroleum. Have goals set for each

department as to how we could achieve women's participation. If we had it as a goal on managers' lists, it would get done. They would be appraised on whether they got it to happen or not. Get FCL to provide money and staff toward making it happen.

*Recommendation:* Involve more women on committees and in the delegate structure.

*Who:* Saskatchewan Wheat Pool nomination committees.

*How:* Make sure that current SWP committee members have this suggestion put before them. Advertise the openings for these positions to the membership.

*Recommendation:* Increase the number of women's information evenings, and highlight and encourage the existence and possibilities of women's committees.

*Who:* Saskatchewan Wheat Pool.

*How:* Participants would learn more about SWP and agricultural policies and would bring women's perspectives into discussions.

*Recommendation:* Engage women and families more actively in SWP.

*Who:* Member Relations Division and local committees of SWP.

*How:* Make SWP annual general meetings more attractive to women.

*Recommendation:* Make training sessions more accessible to women.

*Who:* Management of Federated Co-operatives Limited.

*How:* Hold training sessions on weekends. Have more sessions, even though they may be small. Hold all required sessions at least once a year in each district.

*Recommendation:* Work toward promoting women into higher management positions, and strive for equality on board representations at the grassroots level; educate people to the fact that women are as capable of holding senior positions on the higher-tiered boards.

*Who:* The boards of the Saskatchewan Wheat Pool, Credit Union Central of Saskatchewan, Federated Co-operatives Limited, as well as the participants at this forum, must assume responsibility for carrying this idea forward.

*How:* We need more presentations on this issue at regional conferences and local boards.

*Recommendation:* Make sure that all community elections and nominations at grassroots level be conducted openly and democratically. Make your co-operative open to

member participation in governance issues. Continue the good work of training the elected people. You are doing a good job in that respect.

*Who:* FCL, CUC, and SWP.

*Recommendation:* Continue to work at removing obstacles to women's involvement in the Saskatchewan Wheat Pool.

*Who:* All Member Relations staff, delegates, committee members, and directors.

*How:* By raising awareness of these issues, particularly through our Member Relations Division and democratic structure.

*Recommendation:* Saskatchewan Wheat Pool should reflect on women's involvement and assign responsibility for proper monitoring and co-ordinated encouragement of the further involvement of women.

*Who:* Saskatchewan Wheat Pool.

*How:* The issue needs concerted effort for at least a couple of years to build involvement, especially at the local level.

### Recommendations to the General Co-operative Sector

*Recommendation:* Form a committee to implement strategies for change.

*Who:* All co-operatives.

*How:* The committee would co-ordinate educational events and have women share their experiences in newsletters or by other means.

*Recommendation:* Create a Canadian Women in Co-ops Forum (CWIC) similar to the Asian Women in Co-operatives Development Forum (AWCF)—an independent body funded by co-ops.

*Who:* Canadian co-ops.

*How:* Start with a small working group of leaders who have the support (and funding) of their organizations to lobby other co-ops for funding and to develop a common agenda for the organization.

*Recommendation:* That good employment and elected positions (taking into account status, wages, etc.) be maintained for women in order to attract and maintain a stable labour force (i.e., family-oriented rather than single and transient).

*Who:* All co-operatives and credit unions.

*Recommendation:* More education in the school system regarding co-operatives, their benefits, and why we need to get involved.

*How:* Possibly approach the Department of Education and make it a part of the Social Studies curriculum. Have resource people available to go into classrooms and speak.

*Recommendation:* Hold more educational events that would inform both youth and adults about co-operatives. Young people need to be taught what a co-op is, and adults need to be educated as well.

*How:* Promote the events to co-op and credit union employees.

*Recommendation:* Until we have equal representation in our co-ops, have both a president and women's president and vice-president.

*Who:* All co-operatives could work this way.

*How:* Create the position and elect the women's president from the lower body (i.e., SWP delegate, FCL delegate).

*Recommendation:* Stop for one board meeting and express concerns about gender and racial equality.

*Who:* All co-operatives.

*How:* The differences among men, women, youth, seniors, minority groups, and families would be better understood, as would their contributions to their co-operative. This would also enable a board or committee to offer suitable training.

*Recommendation:* Co-operatives need to be more women-friendly, which can best be achieved by realizing a critical mass of women on boards and in management.

*Who:* All co-operatives and credit unions.

*How:* We need to look critically at the nomination process. Proactively recruit women; don't wait for them to come forward. Think "outside the box" when it comes to the traditional source of candidates. Make it an open and supportive process. After compiling the learnings of this forum into a guide, share it with nominating committee chairs of every co-operative, credit union, and SWP committee in the province. Perhaps require nominating committees to document their process and justify why women were not recruited. This could be passed as a resolution at AGMs so that it becomes policy. Also, have boards assess the way they do business—in the daytime? This may exclude working women.

*Recommendation:* Young girls should be shown the opportunities available to them.

*Who:* Organizing committees of forums like this, schools, service groups, local co-operatives, possibly social services.

*How:* Invite young girls to forums such as this; either pair them with someone they know (i.e., mother, aunt, friend) or pair them with mentors at the conference.

*Recommendation:* Greater emphasis should be placed on general membership in a co-operative. Members need to know the benefits of membership, including board responsibilities and the possibility of running for boards.

*Who:* All co-ops and credit unions.

*How:* Through information packages given at the time of joining.

*Recommendation:* Form an advisory committee or designate some board members to be responsible for monitoring and recommending activities regarding women's issues and women's involvement and perspectives throughout the organization.

*Who:* Boards of directors of all co-ops and credit unions.

*How:* Women on the board often feel they cannot present positions on behalf of women (i.e., they try to be neutral). This would give legitimization to a group to be aware of and speak to this perspective.

*Recommendation:* Implement training at the elementary school level that would teach kids that women and men are equally suited to be executives and sit on boards or committees. These positions should be filled according to ability, not gender. I think the school system (unknowingly) contributes to the idea that women serve on boards as secretaries and lunch committee planners, not as chairpersons.

*How:* Develop resources depicting women in leadership roles; have women in these roles come into the schools.

*Recommendation:* Educate new members about the rights, responsibilities, and privileges of co-op membership.

*Who:* All co-ops and credit unions.

*How:* When you become a member of a co-op or credit union you should be given a pamphlet, or at least a letter explaining what it means to be a member. Many people don't understand the democratic workings of co-operative organizations, or that they can become involved.

*Recommendation:* Training for women: encourage women to read books on leadership, management, etc. Offer courses in your local community or by correspondence.

*Who:* All co-ops and credit unions.

*How:* Training must be provided at times and in locations accessible to women.

*Recommendation:* Women's contributions to co-operatives must be identified and assessed.

Statistics with gender breakdown are not available; this hampers the understandings of women's involvement and contribution.

*How:* This can be addressed by doing studies and collecting data with regard to the issue.

But those who collect statistics must be given a full orientation about the gender aspects, otherwise we will end up having only raw data that might tell us very little. Barriers to women's participation (not only within the organizational framework, but outside) must be recognized. There is a need to identify the practical problems such as time, cultural and social difficulties, and flexibility of schedules when we arrange meetings and other activities.

*Recommendation:* There should be more education on gender issues in co-operative education in general.

*How:* Ask for and utilize the skills of participating co-ops. Provide a guideline or framework presentation that could be used at board meetings, delegate meetings, co-op youth, 4-H, etc.

*Recommendation:* In co-op publications, print biographies of women who have been successful in attaining positions on co-op boards and senior management positions. Invite these women to speak to your local members and employees as an educational initiative. Speak on how they reached these milestones; how did they overcome obstacles, etc.

*Who:* Each individual organization.

*How:* This is up to each individual organization.

*Recommendation:* Make the support of and involvement in functions promoting the cause of women in co-operatives part of our companies' mandate—with accountability.

*Who:* Chief executive officers.

*How:* Through education and support, more women should be recognized as viable candidates for management, board members, delegates, etc.

*Recommendation:* Co-ops and credit unions should be encouraged to include a social audit in their annual reports.

*Who:* Forward recommendation to the boards.

*How:* This formal social audit (i.e., published in annual report) should include a report on the number of women on the co-op/credit union board and committees. If co-ops also reported on these statistics, it would allow the data collection done by the Co-operatives Secretariat at the federal level to include more gender-segregated data.

*Recommendation:* Focus on encouraging women to take positions on boards that are involved in the decision-making process for these organizations or co-operatives.

*Who:* It is the responsibility of all the members of organizations to implement this.

*How:* There should be an equity policy set up at the local level to ensure that there is a women's representative on these local boards.

*Recommendation:* Give a workshop to educate women as to the benefits of holding a position, and how to become motivated and involved.

*Who:* Anyone who may be interested in trying to encourage women.

*How:* Send out a notice via mailing lists to various provincial/national co-ops, or at annual meetings.

*Recommendation:* The co-op sector *must* be open and supportive to change.

*Who:* People in decision-making roles, members, and the general public.

*How:* Education is very important.

*Recommendation:* Because those of us here are leaders, we need to *get out* and promote other women to have the confidence to put themselves into board situations. Although equality has been stressed, quality is as important, regardless of gender.

*Who:* Anyone (men or women) with forward thinking.

*How:* Ask to speak at annual meetings in your community to enforce the issue that willingness will generate training that is available to all elected boards.

*Recommendation:* Education on what is expected of a board or committee member, or a delegate.

*Who:* Motivational speakers!

*How:* Through local forums, reach women who would be good board or committee member, or delegates.

*Recommendation:* Education in confidence.

*Who:* Motivational speakers.

*How:* Any women.

*Recommendation:* Explain the election processes of all groups.

*Who:* Those responsible for the democratic process.

*Recommendation:* Time should be spent equally on educating men and women on the benefits they can each bring to the board table. Most important, we must teach the younger generation that there is no such thing as a "man's world" or a "woman's world" any more.

*How:* Mass advertising.

---

## About the Presenters

---

### Carol Hunter

Carol is the Information Officer for the Canadian Co-operative Association's national office in Ottawa, where she has worked for the past eight years. She manages the Information Centre on co-operatives and credit unions, maintains the associations's website, edits the newsletter, *InterSector*, and launched the Women in Co-operatives Electronic Network (WICEN).

Carol attended the Women in Co-operatives Continental Conference, November 1996, in Costa Rica, where women from more than twenty countries shared their stories and strategies for full participation in co-operatives. Carol has a particular interest in the creation of an international compendium on education and training programs on women in co-operatives.

She holds an undergraduate degree in Philosophy and a master's degree in Information Science. She is raising a six-year-old daughter, who wonders whether God can be a woman.

---

### Jocelyn Peifer

Jocelyn is the owner of Peifer Love Associates, based in Winnipeg, Manitoba, which provides business, co-operative, and community development services. She has a BSc in Home Economics from the University of Saskatchewan, is a certified adult educator with the Co-operative Housing Federation of Canada, and holds a certificate in Volunteer Management from the University of Winnipeg.

Since 1986, Jocelyn has been an active community volunteer with business, professional, co-operative, and charitable organizations, often taking leadership roles on boards. Born and raised on a large dairy, grain, produce, and beef farm in northern Saskatchewan, she now resides in Winnipeg with her two cats, Charlie and Socrates.

Lou Hammond Ketilson

Lou holds a faculty position with the Centre for the Study of Co-operatives at the University of Saskatchewan, and is an Associate Professor in Management and Marketing in the College of Commerce. She teaches and conducts research in the areas of community economic development, business-government relations, women in management, and the marketing of concepts and issues. Her educational background includes a BA, MA, and PhD from the University of Saskatchewan.

Lou has served on many committees and boards both at the university and within the community. She lives in Saskatoon with her husband, Neil, and their three children, Skye, Lars, and Alexa.

Wendy Manson

Wendy is currently the Orderly Marketing Chair with the National Farmers' Union (NFU). In 1995-96 she was chair of the Transportation Committee. Between 1982 and 1995 she held elected NFU positions at the local, regional, and national levels, including Regional Women's Advisory member and National Board and Executive member. She was the NFU rep on the organizational committee of the Farmer RailCar Company, and was also an organizer and participant in a linkage project between NFU women and the women of UNAG, a Nicaraguan farmer/rancher organization. In connection with this work, she received the Saskatchewan Council for International Co-operation 1995 Global Citizen Award.

Wendy is a member at large of the Government of Saskatchewan's Safety Net Committee, and past board member of the Outlook Credit Union.

Alice Brown

Alice graduated from the University of Oklahoma School of Nursing in 1959 and practised for eleven years before becoming a joint owner/operator of a farming corporation in 1968.

She has been extremely active in the co-operative community, serving the Calgary Co-operative Association on the Member Relations Committee, the board of directors, and chairing Calgary Co-op's Environmental Committee. She has been a delegate to FCL's annual general meeting, and was an FCL director from 1987 until 1996. She was a delegate to the first Co-operative Future Directions Congress in Ottawa in 1982 and subsequent congresses in 1985, 1990, and 1995.

Alice has been involved in many advancement of women and agriculture activities. She has received the Calgary YWCA Woman of Distinction Award in Business, Labour, and Professions for the Advancement of Women, and most recently, received the Alberta Co-op Merit Award.

Nial Kuyek

Nial is the vice-president, Member Relations, for Saskatchewan Wheat Pool (SWP). He began his career with the Pool in 1980 as a district rep with Member Relations Division, and in 1986 became executive assistant to the Pool's corporate secretary. In 1988, through the Interchange Canada Program, he moved to Ottawa as a senior planning advisor in the Policy Branch of Agriculture Canada. He returned to SWP in 1990 as co-ordinator of special projects, and was executive assistant to the president in 1991-92. Nial then moved to Saskatchewan Agriculture and Food on secondment as senior planning advisor to the deputy minister until 1993, when he became vice-president of SWP's Member Relations Division.

At the community level, Nial has served on a number of boards, including the Moose Jaw and District Food Bank, Moose Jaw Co-op Association, Youth Unlimited of Regina, Regina and District Food Bank, and the Regina Community Clinic.

Janice MacKinnon

Elected in 1991 to represent the Saskatoon Westmount Constituency, Janice was first appointed to Cabinet as minister of Social Services, and later made minister responsible for the Crown Investments Corporation. She served as minister of Finance from 1993 to 1997, the first woman in Canada to hold that position. She was appointed minister of Saskatchewan Economic and Co-operative Development and Government House Leader in June 1997.

Before running for office, Janice taught Canadian/American relations and women's history at the University of Saskatchewan. She earned her doctorate from Queen's University in Ontario, and is the author of two books, one on political culture, and the other on women refugees. She has also written many articles on the Canada/U.S. free trade agreement and on privatization.

Janice has always been an active member of her community and served as the president of the Saskatoon Co-op from 1986 to 1990.

Salome Ganibe

Salome began her involvement in the co-op movement as an extension worker, then a co-op trainer, and eventually she became responsible for training and education activities for the Northern Luzon Federation of Co-ops in the Philippines. She is currently the Training and Education Co-ordinator at the Asian Women in Co-operative Development Forum (AWCF) in Quezon City. She assists the Research and Publications unit in the development and production of success stories in gender integration, and provides technical assistance on gender integration for AWCF members in Thailand, Indonesia, the Philippines, and Malaysia.

Salome is an active member of the Philippine Community Organizers' Society, University of the Philippines Management Association, Baguio Savings and Development Co-operative, and NORLU Printers and Publishers Service Co-operative.

She lives in Baguio City in the Philippines, where she is working on a master's degree in management at the University of the Philippines.

#### Laura Vance

Laura joined Pioneer Co-op in Swift Current in 1972, and two years later became the first woman to be elected to its board of directors. She has been Pioneer's vice-president since 1978.

She has been involved with Federated Co-operatives Limited since 1991, and in 1996 she was named Regina Region Chair. She represents the board on the Canadian Co-operative Association, Saskatchewan Region Council, chairs the board's Environmental Committee, and also serves on its Executive and Audit Committees.

Laura has been active in, and served on the executives of, many community organizations. She is a certified coach with the Canadian Equestrian Association, has worked as a financial consultant with the Farm Credit Corporation, and is a certified mediator and member of Family Mediation Canada.

#### Beth Henderson

Beth has been a district rep with the Member Relations Division of Saskatchewan Wheat Pool for the past seven years. For six years prior to that, she held an elected position with the Pool as a delegate for her home area of Neville. During that time she was also a director of the Neville Credit Union, as well as on the committee for the Neville branch of Pioneer Co-op.

In addition to her full-time position with Sask Wheat Pool, Beth has served on the boards of Moose Jaw Co-op, the Moose Jaw Regional Economic Development Association, and as a volunteer on the Moose Jaw Rodeo committee.

A mother of four boys, Beth was heavily involved in community and church activities during their formative years, and despite her many responsibilities, she still finds time to help her husband, Gary Wellbrock, with his farm at Ponteix.

#### Ferne Nielsen

Ferne is involved with numerous boards and community organizations, serving as a delegate for Saskatchewan Wheat Pool, a trustee for her local school board, a director of the Farm Land Security Board, chairperson of Turtleford Pedigree and Commercial Seed Show, and organizing director of the Turtleford Agricultural Society, whose fair was honoured as second-best 1997 country fair in all of Canada.

She is also a member of the Turtleford United Church, the local Recreational Association, a director of the Turtleford Historical Society, and past member of the West Hazel and Parkland Women's Institute.

Ferne is a mixed farmer in partnership with her husband, George, at Turtleford, Saskatchewan, where she purchased her own farm in the late 1980s. She is the mother of four children and the grandmother of two.

#### Rita Dumonceau

Rita's involvement with the Co-operative Retailing System began in October 1976. She is currently retail manager of Ponteix Co-operative Association, a position she has held since March 1989. She chaired the Regina Region Fall Conference for two years and has been a member of the Regina Region Training Committee since 1993. She has been a delegate to FCL's annual meeting for the past five years, and chaired the executive committee of District R7.

Rita is an active community member, involved in executive positions with the Nutukeu Heritage Museum, the Ponteix Tourism Association, the local craft organization, the Saskatchewan Archaeological Society, and the Ponteix Economic Council.

#### Kathy Gray

Kathy is a human resources manager at the University of Saskatchewan, with responsibility for Employee Services, including the university's Employment Equity Program as well as areas related to disability management. She has been with the division for more than twenty years in a variety of capacities.

Kathy has been on the board of Saskatoon Credit Union for ten years, serving on the audit, credit, member relations, community development, and executive committees. She has represented Saskatoon Credit Union in provincial, national, and international settings as a delegate to Credit Union Central of Saskatchewan, and is a graduate of the Credit Union Director Achievement Program.

#### Nikki Rivière

Nikki has been involved in the Saskatchewan Co-operative Youth Program since 1989, as a participant and staff person, as well as a member of the Speaker's Bureau. She attended the National Youth Congress in 1994, followed by the CCA Triennial Conference. In 1995 she spoke at the annual A.C.E. (Association of Co-operative Educators) Conference in Whistler, British Columbia, and in 1996 was guest speaker at the Wisconsin Farmers' Union Youth Reunion. Later that year she was asked back to Wisconsin to be the motivational speaker at the Northcentral Co-operative Education Institute.

In 1997, Nikki spent two months in Colombia, South America, as a member of a group of Canadian youth involved in a Co-operative Youth Inter-Action Exchange, and in November 1997 she will attend the ICA Conference in Mexico City.

#### Roger Herman

Roger Herman has been region manager of the Canadian Co-operative Association (CCA), Saskatchewan Region, since May 1997. He provides overall management in the region, including developing, managing, and implementing strategic and operational plans in the areas of government relations, education, co-operative development, and member service.

From 1992 to 1997, Roger was program officer with CCA Saskatchewan Region. In that role he planned, co-ordinated, administered, and evaluated region programs, primarily in the areas of youth development, international development education, schools programs, and correspondence course delivery.

Previously, Roger's work included natural history interpretation, public school teaching, cultural and archaeological resource management, and structural engineering.

Roger has a BEd, a BA, and a Diploma in Civil Engineering Technology. In 1994, Roger received the William Hlushko Award to Young Co-operative Educators presented by the Association of Co-operative Educators, for his achievements in co-operative education and training.

Roger, his wife, Vicki, and their two daughters, Lindsay and Sarah, live in Saskatoon, Saskatchewan.

## Women in Co-operatives

### FORUM PARTICIPANTS

Note: An asterisk beside a name indicates that the participant was a Forum organizer and/or presenter.

Dennis Banda  
President and Chair of the Board  
Federated Co-operatives Limited  
Box 1050  
SASKATOON, SK S7K 3M9

Donna Bourgoin, Director  
Pioneer Co-op  
464 Steele Cresc.  
SWIFT CURRENT, SK S9H 4P9

Alice Brown\*  
Director  
Calgary Co-operative Association  
Box 21  
KATHRYN, AB T0M 1E0

Donna Bruce  
Manager, Member Development  
Member Relations Division  
Saskatchewan Wheat Pool  
2625 Victoria Avenue  
REGINA, SK S4T 7T9

Wanda Chester  
Director, Secretary  
Broadview Co-operative Ltd.  
Box 614  
BROADVIEW, SK S0G 0K0

Connie Chilcott  
General Manager  
Carlyle Co-operative Association  
Box 490  
CARLYLE, SK S0C 0R0

Deb Chobotuk\*  
Director, Member Services  
Canadian Co-operative Association  
400 - 275 Bank Street  
OTTAWA, ON K2P 2L6

George Cristo  
Director  
Federated Co-operatives Limited  
Box 1234  
ASSINIBOIA, SK S0H 0B0

Kay Cristo  
Box 1234  
ASSINIBOIA, SK S0H 0B0

Marilyn Day  
Co-ordinator, Sector Liaison and Operations  
Co-operatives Directorate, Gov't of Sask.  
8th Floor, 1919 Saskatchewan Drive  
REGINA, SK S4P 3V7

Lorie Dean  
Sask. Federation of Production Co-ops  
NEIDPATH, SK S0N 1S0

Helen Dezell  
Delegate 10-4  
Saskatchewan Wheat Pool  
P.O. Box 54  
BEECHY, SK S0L 0C0

Raj Dhir  
Social Development Officer  
Status of Women in Canada  
Rm. 414 - 101 - 22nd Street E.  
SASKATOON, SK S7K 0E1

Franceline Doderai, Director  
Caisse Populaire St. Louis Credit Union Ltd.  
C.P. 212  
ST. LOUIS, SK S0J 2C0

Rita Dumonceau\*  
Retail Manager  
Ponteix Co-operative Association Ltd.  
Box 756  
PONTEIX, SK S0N 1Z0

Herb Dunser  
Delegate 16-7  
Saskatchewan Wheat Pool  
P.O. Box 200  
MEDSTEAD, SK S0M 1W0

Ann Dyer, Director  
Calgary Co-operative Association  
1754 - 1st Avenue NW  
CALGARY, AB T2N 0B1

Robin Fenell  
Delegate 3-5  
Saskatchewan Wheat Pool  
P.O. Box 30  
SIMMIE, SK S0N 2N0

Mary Flynn  
Executive Director  
Co-operative Housing Fed. of BC  
1404 - 1331 Homer Street  
VANCOUVER, BC V6B 5M5

Salome Ganibe\*  
Training & Education Co-ordinator  
Asian Women in Co-op Development Forum  
227 J.P. Rizal Street, Project 4  
QUEZON CITY, Phil. 1109

Pat Garchinski  
Director  
Yorkton Credit Union  
Box 326  
ITUNA, SK S0A 1N0

Kathy Gray\*  
2nd Vice President  
Saskatoon Credit Union  
160 - 1128 McKercher Drive  
SASKATOON, SK S7H 4Y7

Lou Hammond Ketilson\*  
Associate Professor  
Centre for the Study of Co-operatives  
101 Diefenbaker Place  
University of Saskatchewan  
SASKATOON, SK S7N 5B8

Linda Haubrich, Director  
Saskatchewan Women's Agricultural Network  
Box 116  
GLEN BAIN, SK S0N 0X0

Beth Henderson\*  
President  
Moose Jaw Co-operative Association  
Box 1412  
MOOSE JAW, SK S6H 4R3

Roger Herman,\* Manager  
Canadian Co-operative Association  
501 - 333 Third Avenue North  
SASKATOON, SK S7K 2H9

Carol Hunter,\* Information Officer  
Canadian Co-operative Association  
400 - 275 Bank Street  
OTTAWA, ON K2P 2L6

Roxane Hutcheson  
18 Forest Blvd.  
BRANDON, MB R7B 2N5

Noreen Johns, Executive Director  
S.W.A.N.  
Zelma GMB #36  
ALLAN, SK S0K 0C0

Rita Kerr  
Committee Member  
Saskatchewan Wheat Pool  
P.O. Box 62  
STRASBOURG, SK S0G 4V0

Sama Kiriwandeniya  
Graduate Student  
Centre for the Study of Co-operatives  
101 Diefenbaker Place  
University of Saskatchewan  
SASKATOON, SK S7N 5B8

Charlene Koch  
Account Manager  
Credit Union Insurance Services  
300 - 1900 Albert St.  
REGINA, SK S4P 4K8

Louise Korbo, Director  
Coronach Co-op  
CORONACH, SK S0H 0Z0

Carole Kraushaar  
Board of Directors  
Co-operative Health Centre  
110 - 8th Street East  
PRINCE ALBERT, SK S6V 0V7

Nial Kuyek\*  
Vice-President  
Member Relations Division  
Saskatchewan Wheat Pool  
2625 Victoria Avenue  
REGINA, SK S4T 1K2

Ronda Lasko  
Committee Member  
Saskatchewan Wheat Pool  
P.O. Box 357  
PELLY, SK S0A 2Z0

Nancy Leach  
Regional Claims Manager  
CUMIS Insurance  
300 - 1900 Albert St.  
REGINA, SK S4P 4K8

Gerry Leduc  
Delegate 3-8  
Saskatchewan Wheat Pool  
P.O. Box 1837  
ASSINIBOIA, SK S0H 0B0

Keith Liebaert  
Delegate 16-2  
Saskatchewan Wheat Pool  
P.O. Box 164  
MAYFAIR, SK S0M 1S0

Marilyn McKee  
President of the Board  
Mossbank Co-operative Association  
Box 359  
MOSSBANK, SK S0H 3G0

Wendy Manson\*  
National Farmers Union  
Box 245  
CONQUEST, SK S0L 0L0

Ellsie Mills  
Board Member  
Quint Development Corporation  
Room 202 - 230 Avenue R South  
SASKATOON, SK S7M 0Z9

Raquel Moleski  
Delegate 6-6  
Saskatchewan Wheat Pool  
P.O. Box 312  
DYSART, SK S0G 1H0

Irma Molnar  
Director of Finance  
Regina Community Clinic  
1106 Winnipeg Street  
REGINA, SK S4R 1J6

Carol Nelson  
Lan/PC Support Analyst  
Co-operators Life Insurance  
1960 College Ave.  
REGINA, SK S4P 1C4

Ferne Nielsen\*  
Delegate  
Saskatchewan Wheat Pool  
Box 294  
TURTLEFORD, SK S0M 2Y0

Glenda Nielson  
Board Member  
Sunrise Community Futures Corp.  
Board Chair, Alida Credit Union Limited  
Box 32  
ALIDA, SK S0C 0B0

Jocelyn Peifer\*  
Manitoba Co-operative Council  
801 - 177 Lombard Avenue  
WINNIPEG, MB R3B 0W5

Gerry Pepler  
Board Member  
Yorkton Credit Union  
93 Lincoln  
YORKTON, SK S3N 2H1

Leslie Polsom, Librarian  
Centre for the Study of Co-operatives  
University of Saskatchewan  
SASKATOON, SK S7N 5B8

Elspeth Pryde  
Product Manager  
Credit Union Central of Saskatchewan  
Box 3030  
2055 Albert Street  
REGINA, SK S4P 3G8

Jacquie Pusch  
Federated Co-operatives Limited  
Box 267  
KIPLING, SK S0G 2S0

Vern Pusch  
Director  
Federated Co-operatives Limited  
Box 267  
KIPLING, SK S0G 2S0

Nikki Rivière\*  
1209 - 5th Avenue NW  
MOOSE JAW, SK S6H 3Y8

Shelley Shannon  
Publications Assistant  
Credit Union Central of Saskatchewan  
2055 Albert Street  
REGINA, SK S4P 3G8

Joan Skeene  
Property Manager  
Solidarity Housing Co-op  
1401 Wolever Avenue  
WINNIPEG, MB R3G 3N7

Rochelle Smith  
PhD Student  
Centre for the Study of Co-operatives  
101 Diefenbaker Place  
University of Saskatchewan  
SASKATOON, SK S7N 5B8

Irene Smyth  
Committee Member  
Saskatchewan Wheat Pool  
P.O. Box 29  
BULYEA, SK S0G 0L0

Jack Stephenson  
Delta Co-operative Association  
Box 1193  
UNITY, SK S0K 4L0

Marion Stephenson  
Delta Co-operative Association  
Box 1193  
UNITY, SK S0K 4L0

Wanda Stephenson, Credit Manager  
Moose Jaw Co-op  
500 - 1st Avenue NW  
MOOSE JAW, SK S6H 3M5

Laverne Szejvold Co-ordinator  
Quint Development Corporation  
Room 202 - 230 Avenue R South  
SASKATOON, SK S7M 0Z9

Marianne Taillon, \* Office Manager  
Centre for the Study of Co-operatives  
University of Saskatchewan  
SASKATOON, SK S7N 5B8

Jennifer Turner, Board Member  
Page Credit Union  
1707 Truesdale Dr. E.  
REGINA, SK S4V 0M3

Laura Vance\*  
Director, Chair of Regina Region  
Federated Co-operatives Limited  
Box 1412  
SWIFT CURRENT, SK S9H 3X5

Foster Warriner  
Delegate 1-2  
Saskatchewan Wheat Pool  
P.O. Box 239  
ALAMEDA, SK S0C 0A0

Marion Warrener  
Office Manager  
Moose Jaw Co-op  
500 - 1st Avenue NW  
MOOSE JAW, SK S6H 3M5

Byron Wensley  
Delegate 16-1  
Saskatchewan Wheat Pool  
P.O. Box 25  
BORDEN, SK S0K 0N0

Nancy Wilkinson  
Counsellor & Member  
Saskatoon Community Clinic  
455 - 2nd Avenue North  
SASKATOON, SK S7K 2C2

# List of Publications

## Occasional Papers Series

(Occasional papers are 8 1/2 x 11 format)

- 85.01 *Worker Co-operatives in Mondragon, the U.K., and France: Some Reflections*. Christopher Axworthy (48pp. \$10)
- 85.02 *Employment Co-operatives: An Investment in Innovation: Proceedings of the Saskatoon Worker Co-operative Conference*. Skip McCarthy, ed. (288pp. \$23)
- 85.03 *Prairie Populists and the Idea of Co-operation, 1910-1945*. David Laycock (48pp. \$6)
- 86.01 *Co-operatives and Their Employees: Towards a Harmonious Relationship*. Christopher Axworthy (82pp. \$6)
- 86.02 *Co-operatives and Social Democracy: Elements of the Norwegian Case*. Finn Aage Ekelund (42pp. \$6)
- 86.03 *Encouraging Democracy in Consumer and Producer Co-operatives*. Stuart Bailey (124pp. \$10)
- 86.04 *A New Model for Producer Co-operatives in Israel*. Abraham Daniel (54pp. \$6)
- 87.01 *Election of Directors in Saskatchewan Co-operatives: Processes and Results*. Lars Aplan (72pp. \$6)
- 87.02 *The Property of the Common: Justifying Co-operative Activity*. Finn Aage Ekelund (74pp. \$6)
- 87A.03 *Co-operative/Government Relations in Canada: Lobbying, Public Policy Development and the Changing Co-operative System*. David Laycock (246pp. \$10)
- 87A.04 *The Management of Co-operatives: A Bibliography*. Lou Hammond Ketilson, Bonnie Korthuis, and Colin Boyd (144pp. \$10)
- 87.05 *Labour Relations in Co-operatives*. Kurt Wetzel and Daniel G. Gallagher (30pp. \$6)
- 87A.06 *Worker Co-operatives: An International Bibliography/Coopératives de Travailleurs: Une Bibliographie Internationale*. Rolland LeBrasseur, Alain Bridault, David Gallingham, Gérard Lafrenière, and Terence Zinger (76pp. \$6)
- 88.01 *Worker Co-operatives and Worker Ownership: Issues Affecting the Development of Worker Co-operatives in Canada*. Christopher Axworthy and David Perry (100pp. \$10)
- 88.02 *A History of Saskatchewan Co-operative Law—1900 to 1960*. Donald Mullord, Christopher Axworthy, and David Liston (66pp. \$8)
- 88.03 *Co-operative Organizations in Western Canada*. Murray Fulton (40pp. \$7)
- 88.04 *Farm Interest Groups and Canadian Agricultural Policy*. Barry Wilson, David Laycock, and Murray Fulton (42pp. \$8)

- 89.01 *Patronage Allocation, Growth, and Member Well-Being in Co-operatives*. Jeff Corman and Murray Fulton (48pp. \$8)
- 89.02 *The Future of Worker Co-operatives in Hostile Environments: Some Reflections from Down Under*. Allan Halliday and Colin Peile (94pp. \$6)
- 90.01 *Community-Based Models of Health Care: A Bibliography*. Lou Hammond Ketilson and Michael Quennell (66pp. \$8)
- 91.01 *The Co-operative Sector in Saskatchewan: A Statistical Overview*. Louise Simbandumwe, Murray Fulton, and Lou Hammond Ketilson (54pp. \$6)
- 91.02 *Farmers, Capital, and the State in Germany, c 1860-19*. Brett Fairbairn (36pp. \$6)
- 92.01 *Co-operatives in Principle and Practice*. Anne McGilivray and Daniel Ish (144pp. \$10)
- 92.02 *Matador: The Co-operative Farming Tradition*. George Melnyk (26pp. \$6)
- 92.03 *Co-operative Development: Towards a Social Movement Perspective*. Patrick Develtere (114pp. \$15)
- 93.01 *The Co-operative Movement: An International View*. S.K. Saxena (20pp. \$6)
- 94.01 *Credit Unions and Caisses Populaires: Background, Market Characteristics, and Future Development*. J.T. Zinger (26pp. \$6)
- 94.02 *The Meaning of Rochdale: The Rochdale Pioneers and the Co-operative Principles*. Brett Fairbairn (62pp. \$10)
- 96.01 *Comparative Financial Performance Analysis of Canadian Co-operatives, Investor-Owned Firms, and Industrial Norms*. Andrea Harris and Murray Fulton (152pp. \$15)
- 98.01 *Co-operative Organization in Rural Canada and the Agricultural Co-operative Movement in China: A Comparison*. Zhu Shufang and Leonard P. Apedaile (56pp. \$10)
- 99.01 *The Components of Online Education: Higher Education on the Internet*. Byron Henderson (78pp. \$12)
- 01.01 *"An Educational Institute of Untold Value": The Evolution of the Co-operative College of Canada, 1953-1987*. Jodi Crewe (66pp. \$10)
- 02.01 *Conflict, Co-operation, and Culture: A Study in Multiparty Negotiations*. Marj Benson (242pp. \$25)
- 02.02 *Adult Educators in Co-operative Development: Agents of Change*. Brenda Stefanson (102pp. \$12)
- 03.01 *Co-operatives and Farmers in the New Agriculture*. Murray Fulton and Kim Sanderson (60pp. \$10)
- 04.01 *Negotiating Synergies: A Study in Multiparty Conflict Resolution*. Marj Benson (408 pp. \$35)

*"Canada's Co-operative Province": Individualism and Mutualism in a Settler Society, 1905-2005*. Brett Fairbairn (76 pp. \$10)

*Data Collection in the Co-operative Sector and Other Business Statistics in Canada and the United States*. Angela Wagner and Cristine de Clercy (224 pp. \$25)

*The Case of the Saint-Camille Care and Services Solidarity Co-operative and Its Impact on Social Cohesion*. Geneviève Langlois, with the collaboration of Patrick De Bortoli and under the guidance of Jean-Pierre Girard and Benoît Lévesque (96 pp. \$10)

## Books, Research Reports, Other Publications

*Research for Action: Women in Co-operatives*. Leona Theis, Lou Hammond Ketilson (8 1/2 x 11, 98pp. \$12)

*Making Membership Meaningful: Participatory Democracy in Co-operatives*. The International Joint Project on Co-operative Democracy (5 1/2 x 8 1/2, 356pp. \$22)

*New Generation Co-operatives: Rebuilding Rural Economies*. Brenda Stefanson, Murray Fulton, and Andrea Harris (6 x 9, 24pp. \$5)

*Legal Responsibilities of Directors and Officers in Canadian Co-operatives*. Daniel Ish and Kathleen Ring (6 x 9, 148pp. \$15)

*A Discussion Paper on Canadian Wheat Board Governance*. Murray Fulton (6 x 9, 16pp. \$5)

*Balancing Act: Crown Corporations in a Successful Economy*. Brett Fairbairn (6 x 9, 16pp. \$5)

*A Conversation about Community Development*. Centre for the Study of Co-operatives (6 x 9, 16pp. \$5)

*Credit Unions and Community Economic Development*. Brett Fairbairn, Lou Hammond Ketilson, and Peter Krebs (6 x 9, 32pp. \$5)

*New Generation Co-operatives: Responding to Changes in Agriculture*. Brenda Stefanson and Murray Fulton (6 x 9, 16pp. \$5)

*Working Together: The Role of External Agents in the Development of Agriculture-Based Industries*. Andrea Harris, Murray Fulton, Brenda Stefanson, and Don Lysyshyn (8 1/2 x 11, 184pp. \$12)

*The Social and Economic Importance of the Co-operative Sector in Saskatchewan*. Lou Hammond Ketilson, Michael Gertler, Murray Fulton, Roy Dobson, and Leslie Polsom (8 1/2 x 11, 244 pp. free)

*Proceedings of the Women in Co-operatives Forum, 7-8 November 1997, Moose Jaw, SK* (8 1/2 x 11, 112pp. \$12)

1999 *Networking for Success: Strategic Alliances in the New Agriculture*. Mona Holmlund and Murray Fulton (6 x 9, 48pp. \$5)

1999 *Prairie Connections and Reflections: The History, Present, and Future of Co-operative Education*. Brett Fairbairn (6 x 9, 30pp. \$5)

1999 *The SANASA Model: Co-operative Development through Micro-Finance*. Ingrid Fischer, Lloyd Hardy, Daniel Ish, and Ian MacPherson (6 x 9, 80pp. \$10)

1999 *A Car-Sharing Co-operative in Winnipeg: Recommendations and Alternatives*. David Leland (6 x 9, 26pp. \$5)

2000 *Co-operative Development and the State: Case Studies and Analysis*. Two volumes. Vol. I, pt. 1: *Summary, Observations, and Conclusions about Co-operative Development*; vol. I, pt. 2: *Issues in Co-operative Development and Co-operative-State Relations*, Brett Fairbairn (6 x 9, 66pp. \$8); vol. II, pt. 3: *Co-operative Development and Sector-State Relations in the U.S.A.*, Brett Fairbairn and Laureen Gatin; vol. II, pt. 4: *A Study of Co-operative Development and Government-Sector Relations in Australia*, Garry Cronan and Jayo Wickremarachchi (6 x 9, 230pp. \$12)

2000 *Interdisciplinarity and the Transformation of the University*. Brett Fairbairn, Murray Fulton (6 x 9, 48pp. \$5)

2000 *The CUMA Farm Machinery Co-operatives*. Andrea Harris and Murray Fulton (6 x 9, 46pp. \$5)

2000 *Farm Machinery Co-operatives in Saskatchewan and Québec*. Andrea Harris and Murray Fulton (6 x 9, 42pp. \$5)

2000 *Farm Machinery Co-operatives: An Idea Worth Sharing*. Andrea Harris and Murray Fulton (6 x 9, 48pp. \$5)

2000 *Canadian Co-operatives in the Year 2000: Memory, Mutual Aid, and the Millennium*. Brett Fairbairn, Ian MacPherson, and Nora Russell, eds. (6 x 9, 356pp. \$22)

2001 *Against All Odds: Explaining the Exporting Success of the Danish Pork Co-operatives*. Jill Hobbs (6 x 9, 40pp. \$5)

2001 *Rural Co-operatives and Sustainable Development*. Michael Gertler (6 x 9, 36pp. \$5)

2001 *NGCs: Resource Materials for Business Development Professionals and Agricultural Producers*. (binder, 8 1/2 x 11, 104pp. \$17)

2001 *New Generation Co-operative Development in Canada*. Murray Fulton (6 x 9, 30pp. \$5)

2001 *New Generation Co-operatives: Key Steps in the Issuance of Securities / The Secondary Trade*. Brenda Stefanson, Ian McIntosh, Dean Murrison (6 x 9, 34pp. \$5)

2001 *New Generation Co-operatives and the Law in Saskatchewan*. Chad Haaf and Brenda Stefanson (6 x 9, 20pp. \$5)

2001 *An Economic Impact Analysis of the Co-operative Sector in Saskatchewan: Update 1998*. Roger Herman and

- Murray Fulton (8 1/2 x 11, 64pp. available on our website in downloadable pdf format as well as on loan from our Resource Centre)
- 2002 *A Report on Aboriginal Co-operatives in Canada: Current Situation and Potential for Growth*. L. Hammond Ketilson and I. MacPherson (8 1/2 x 11, 400pp. \$35)
- 2003 *Beyond Beef and Barley: Organizational Innovation and Social Factors in Farm Diversification and Sustainability*. Michael Gertler, JoAnn Jaffe, and Lenore Swystun (Research Reports Series, 8 1/2 x 11, 118pp. \$12)
- 2003 *The Role of Social Cohesion in the Adoption of Innovation and Selection of Organizational Form*. Roger Herman (Research Reports Series, 8 1/2 x 11, 58pp. available on loan from our Resource Centre)
- 2003 *Three Strategic Concepts for the Guidance of Co-operatives: Linkage, Transparency, and Cognition*. Brett Fairbairn (6 x 9, 38pp. \$5)
- 2003 *The Role of Farmers in the Future Economy*. Brett Fairbairn (6 x 9, 22pp. \$5)
- 2003 *Is It the End of Utopia? The Israeli Kibbutz at the Twenty-First Century*. Uriel Leviatan (6 x 9, 36pp. \$5)
- 2003 *Up a Creek with a Paddle: Excellence in the Boardroom*. Ann Hoyt (6 x 9, 26pp. \$5)
- 2004 *Living the Dream: Membership and Marketing in the Co-operative Retailing System*. Brett Fairbairn (6 x 9, 288pp. \$20)
- 2004 *Building a Dream: The Co-operative Retailing System in Western Canada, 1928-1988* (reprint). Brett Fairbairn (6 x 9, 352pp. \$20)
- 2004 *Cohesion, Consumerism, and Co-operatives: Looking ahead for the Co-operative Retailing System*. Brett Fairbairn (6 x 9, 26pp. \$5)
- 2004 *Co-operative Membership and Globalization: New Directions in Research and Practice*. Brett Fairbairn and Nora Russell, eds. (6 x 9, 320pp. \$20)
- 2006 *Co-operative Membership: Issues and Challenges*. Bill Turner (6 x 9, 16pp. \$5)
- 2006 *Innovations in Co-operative Marketing and Communications*. Leslie Brown (6 x 9, 26pp. \$5)
- 2006 *Cognitive Processes and Co-operative Business Strategy*. Murray Fulton and Julie Gibbings (6 x 9, 22pp. \$5)
- 2006 *Co-operative Heritage: Where We've Come From*. Brett Fairbairn (6 x 9, 18pp. \$5)
- 2006 *Co-operative Membership as a Complex and Dynamic Social Process*. Michael Gertler (6 x 9, 28pp. \$5)
- 2006 *Cohesion, Adhesion, and Identities in Co-operatives*. Brett Fairbairn (6 x 9, 42pp. \$5)
- 2006 *Revisiting the Role of Co-operative Values and Principles: Do They Act to Include or Exclude?* Lou Hammond Ketilson (6 x 9, 22pp. \$5)
- 2006 *Co-operative Social Responsibility: A Natural Advantage?* Andrea Harris (6 x 9, 30pp. \$5)
- 2006 *Globalization and Co-operatives*. William Coleman (6 x 9, 24pp. \$5)
- 2006 *Leadership and Representational Diversity*. Cristine de Clercy (6 x 9, 20pp. \$5)
- 2006 *Synergy and Strategic Advantage: Co-operatives and Sustainable Development*. Michael Gertler (6 x 9, 16pp. \$5)
- 2006 *Communities under Pressure: The Role of Co-operatives and the Social Economy*, synthesis report of a conference held in Ottawa, March 2006, sponsored by the Centre; PRI, Government of Canada; SSHRC; Human Resources and Social Development Canada; and the Co-operatives Secretariat (English and French 8 1/2 x 11, 14pp., free)
- 2006 *Farmers' Association Training Materials* (part of the China Canada Agriculture Development Program prepared for Agriculture and Agri-Food Canada and the Canadian International Development Agency). Roger Herman and Murray Fulton (8 1/2 x 11, 134pp., available on our website)
- 2006 *International Seminar on Legislation for Farmer Co-operatives in China: A Canadian Perspective*. Daniel I. Bill Turner, and Murray Fulton (6 x 9, 22pp., available on our website and on loan from our Resource Centre)
- 2006 *Networking Diversity: Including Women and Other Under-Represented Groups in Co-operatives*. Myfanwy Van Vliet (Research Reports Series, 8 1/2 x 11, 24pp., available on loan from our Resource Centre)

To order, please contact:  
 Centre for the Study of Co-operatives  
 101 Diefenbaker Place  
 University of Saskatchewan  
 Saskatoon, SK S7N 5B8  
 Phone: (306) 966-8509 / Fax: (306) 966-8517  
 E-mail: [coop.studies@usask.ca](mailto:coop.studies@usask.ca)  
 Website: <http://www.usaskstudies.coop>