



## The Governance Structure — Roles and Responsibilities of Scouts Canada in the New Millenium

### The Results

Support from an increasingly younger and more diverse team of high quality volunteer leaders and competent professionals. In other words, the new Scouts Canada operational structure is integral to Scouting's maintaining a relevancy in today's society, both regarding its services to youth and its relation to governments.

### The Reasons

A particular vision and set of methods and practices appropriate to Canada is required to engage youth in their own experiential learning.

There are four main reasons why this strategic change is being made:

1. To focus on membership and leaders in the field. Scouting is a youth movement, and it is these leaders who ensure the membership thrives and expands.
2. Youth involvement at all levels of Scouting is integral to its success. The new Scouts Canada structure ensures youth involvement at all operations, input and decision-making levels of the movement.
3. To re-orient our operational structure to ensure it is in line with today's reality. The previous structure was based on practices, needs and management principles of the 1950's, no longer relevant to today's society, market needs and management practices. In addition, our youth membership has declined in the last 25 years. Scouts Canada therefore needs a lean, efficient management and operational structure, one that is neither cumbersome nor top heavy.
4. Risk management is a major factor in today's North American society, one that is more litigious in nature. Therefore, Scouts Canada has re-structured to both ensure an optimum program delivery as well as minimum financial risk.

### The Methods

Two main avenues were utilized:

1. Volunteer and staff functions have been shifted to optimize program support. This required a re-structuring of Scouts Canada's reporting structure, as well as volunteer and staff accountability.
2. Eliminate duplications.

The purpose was not to necessarily save money, although such will be a beneficial side result; rather, it is to ensure an optimum use of limited resources, both human and physical.

Attached are two flow charts: 'Lines of Accountability' (page 3) and 'Report and Focus' (Page 4). These charts show how the new reporting and accountability structure ensures both volunteers and staff co-ordinate their operations. In addition, the Field and Program levels are clearly to support the Council/Area/Group levels, the application lines of Scouting.

In essence, Scouts Canada has changed from a National Council with eleven Provincial (i.e. Divisional) Councils and numerous Regional Councils under the Provincial Councils, to one of a National Board Of Governors, three Field/Program/Operations Divisions, twelve Councils (reporting to the three Field Divisions), Areas and Groups. It is noted that the Areas are strictly a service method, whose structure and application can be changed whenever necessary by their respective Councils. In general, an optimum Council will have no more than twenty Areas in its scope

# Strategic Priority

An Organisation for the 21st Century – becoming flexible, lean, innovative, participatory



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## Our Learning

This question can not yet be answered. In 1987, just preceding the 1988 Melbourne Conference where the concept of "Towards A Strategy For Scouting" was conceived, Scouts Canada conducted a strategic planning process that attempted to look out to 2007. With the introduction of a modern governance structure in recent years, strategic directions were developed, but without an overarching visioning process. In late 2000, a Strategic Planning Task Group was commissioned, which has come up with such a process. This will be presented to Scouts Canada's National Meeting in November 2002. Procedures are in place for subsequent implementation.

However, Scouts Canada has already changed its staff reporting structure to that of the new three fields. In addition, we have commenced steps to review all physical and real estate assets in the country to take whatever steps are necessary (including sales, if necessary) to ensure an optimum use of our physical facilities. It is just not practical to be burdened with the maintenance of physical resources if these do not directly support our program application. It can be easier to utilize other public resources to ensure the proper program application.

An aspect which we anticipate will challenge us is that of how our human resources, volunteer and staff, will react to these changes. Change is always feared in our societies. But change is necessary; the challenge on our part is to ensure full openness and every opportunity for input by all people. Furthermore, we have developed programs to orient our human resources to these new applications. This will ensure that they will learn and enjoy the new structure, and clearly see the benefit it will have for our use in all aspects of program application.

## Our Future Plans

Change is ongoing. Scouts Canada will continue to regularly review its operational structure, manpower allocation and programs to ensure their best application. The relationship between volunteers and staff will also be regularly reviewed to ensure that our human resources always work in tandem for the most efficient program application and personal satisfaction.

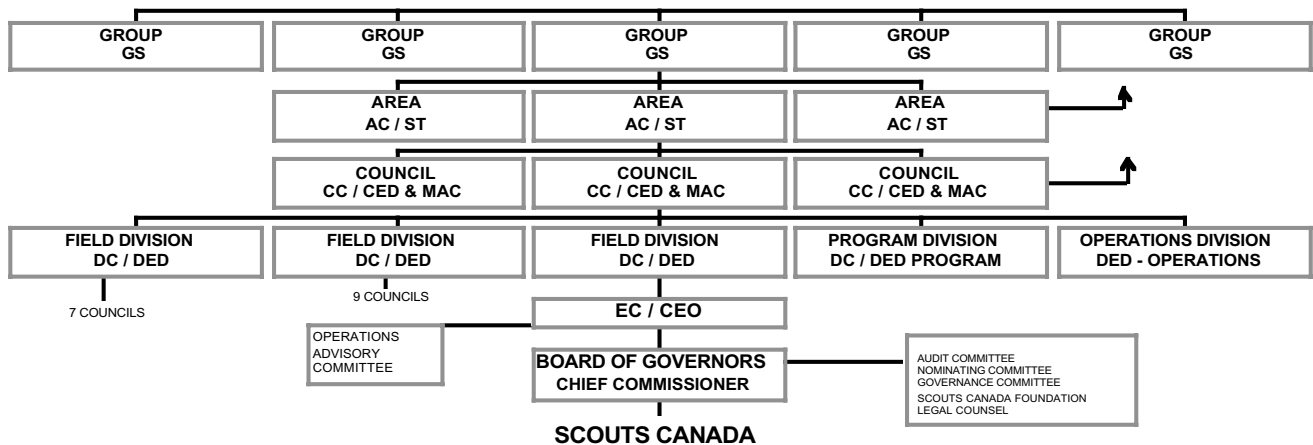


# SCOUTS CANADA

AC = Area Commissioner  
 CC = Council Commissioner  
 CED = Council Exec. Director  
 DC = Divisional Commissioner  
 DED = Divisional Exec. Director

EC = Executive Commissioner  
 GS = Group Scouter  
 MAC = Management Advisory  
 Committee  
 ST = Service Team

### LINES OF ACCOUNTABILITY



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## SCOUTS CANADA REPORT & FOCUS

