



SCOUTS CANADA

ORGANIZATION STRUCTURE

DRAFT REPORT

Time brings change. Markets, regulations, governments and people – they all change and not-for-profit organizations must change with them if they want to survive. Some organizations, though, choose to be reactive and allow them to be at the mercy of change, while others become pro active and drive change in anticipation of the varying climates around them.

The ability to drive change instead of being driven by it, is determined by many factors, but a strong predictor is an organization's commitment to leadership development and performance improvement. It's about creating a compelling strategic direction that is clearly communicated from the top, and effectively managed throughout the organization by people who have made the organization's goals their own.

Section I – Scouts Canada Structure, is the first section of a new document, "Scouts Canada, Policy and Procedures Manual" that will have additional sections dealing with the following topics:

- Membership and Appointments
- Programs
- Adult Training Program
- Honours and Awards
- Employees

The change of structure in an organization in itself will do little to move the organization to achieve different results. A strong focus on Mission, Vision and individual functional activities will go a long way to support an organization in achieving growth.

In the structure that follows there is a single line accountability. This is achieved by focusing on the Commissioner functions as the leadership to the service that will be provided to the Section Scouter and ultimately to our youth members through quality programs. Issues of “span of control”, volunteer time availability, critical membership mass and support resources are all issues that impact on administrative functions that require day to day attention and are a risk management issue for Scouts Canada operating in a greater litigious society than ever before. The proposed new structure centralizes many of the administrative and management functions to the Division level to gain cost savings and oversight in those functions that have the potential to drive expenses to levels that will put Scouting out of the reach of most members. No longer can Scouting duplicate administrative and management functions at each level, and support a structure that is a mirror image of the level above or below. The structure being recommended considers first the functions required to promote the Mission and Vision of Scouting to ensure support to the section leader and program delivery.

The new structure does not use the Canadian political boundaries as a functioning level within Scouts Canada but recognizes that there are occasions when Scouting must interact with Provincial and Territorial Governments and to meet this particular need, a Council within each Province will be designated to represent the needs of Scouts Canada within the Province.

Issues of terms of reference for various positions, processes for appointments and elections and inter

relationships between functional levels and individuals are dealt with in other sections of the “Scouts Canada, “Policy and Procedures Manual”. The intent of Section I is to provide a general description of the functions and supporting structures to give leadership to Divisions and Councils to align themselves to provide the required service orientation.

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Scouts Canada