

Boy Scouts of Canada Policy Structure, Roles and Responsibilities

Preamble

The Mission of Scouts Canada speaks of youth and for youth. All volunteer and staff members of Scouts Canada work together to achieve this Mission. Members exercise different roles and responsibilities in a variety of settings. Nonetheless, the focus of each individual member remains on the development of children and young people. All members, by accepting roles in Scouts Canada, commit themselves to fully maintain this focus, serve this purpose, and fulfill their responsibilities. Set forth below is the policy of the Board of Governors on the clear and important commitments undertaken by all members in exercising their responsibilities in the differing roles within Scouts Canada.

Definitions

Council The word ‘council’ is used to describe collectively the membership of Scouts Canada in a geographic area and the ability to provide service and support in an effective and efficient manner.

Commissioner A commissioner is selected and appointed or removed for every council in Scouts Canada, through a process established by the Executive Commissioner and Chief Executive Officer (CEO). That process takes into account appropriate consultation with members of a council. A selected and appointed commissioner is the most senior volunteer within a council and serves as the public representative of the council. A commissioner is accountable to the appointing commissioner for delivery of youth programs by volunteer leaders, the mentoring of youth members into volunteer positions and for the program quality support of leaders by Service Scouters within a council. Commissioners are accountable to Scouts Canada through the Executive Commissioner and Chief Executive Officer (CEO) for appointing commissioners, assistant commissioners and deputy commissioners and leaders who adhere to the Mission, By-Law, policies, and procedures of Scouts Canada.

Commissioners are responsible for regularly communicating with and reporting to the person appointing that commissioner on the actions taken to fulfill the commissioner's role and responsibilities. A commissioner is responsible for communicating with those appointed by that commissioner, to monitor compliance with the policies and procedures of Scouts Canada and to ensure they fulfill their roles and responsibilities.

Leader A leader is an adult who is a registered member appointed by a commissioner to a position of trust to provide delivery of a Scouts Canada program to registered youth members. Leaders are appointed or removed by commissioners under procedures approved by the Executive Commissioner and Chief Executive Officer (CEO).

Service Scouter A Service Scouter is an adult registered leader who offers service to Scouts Canada through a commissioner and because of experience, training, motivation and personal qualities is selected and appointed by a commissioner as a supporting resource for leaders providing programs to youth. Appointments and removals as a Service Scouter are made in accordance with procedures approved by the Executive Commissioner and Chief Executive Officer (CEO).

Committee A committee is formed to meet specific needs for financial, administrative and community support and may be permanent or temporary. Committees may be formed by any council at any level through acceptance of adult registered members who offer to serve and, only where choices between members must be made, through election processes that are documented and kept available for review in the nearest Council office of Scouts Canada.

Committees are led by a chairperson to co-ordinate committee activities in supporting the membership and the commissioner of a council, but a committee operates in a way that clearly is meant to maintain and enhance resources available to the members and their commissioner, and the commissioner is accountable to Scouts Canada for the quality of program delivery within a council.

A group committee is always formed within a council supported by a local Sponsor/Partner, which may be a group of parents, to provide administrative and financial support to their chartered group within the council and to ensure good relations between a Sponsor or group of parents who hold a charter and members who benefit from the existence of a charter.

Sponsor/Partner A sponsor/partner is an association, institution, organization or group (group of citizens or parents) which supports the Mission, By-Law, policies and procedures of Scouts Canada and wishes to use one or more of Scouting's programs to further their mandate to develop their youth or youth in general. Sponsor/Partners are chartered on an annual basis. A Sponsor/Partner has the right to restrict membership in their group to members of, or who are otherwise identified with, the Sponsor/Partner.

Auxiliary An Auxiliary is a committee of former members or other interested adults who organise for the specific purpose of providing general support to Scouts Canada or to a specific council. An Auxiliary is formed only with the approval of the Executive Director of a council under procedures approved by the Executive Commissioner and Chief Executive Officer (CEO).

Policy on the Role of Volunteers

The heart and soul of Scouts Canada's Mission is embodied in tens of thousands of volunteers. Dedicated volunteers who follow the policies and supporting procedures of Scouts Canada make it possible to continue to provide and expand services to the youth of Canada. Volunteers are the most important resource of Scouts Canada because they are the essential people who deliver Scouts Canada programs.

Volunteers perform roles of governance, leadership, and management. They accept a variety of roles and commit to carry out their responsibilities. Volunteers are the members who are most in regular contact with youth and their communities.

Volunteers recognize the important role of the Employees of Scouts Canada, and support by such Employees in leadership roles that are fundamental to continuous development of effective, cost-efficient services provided by the infrastructure of Scouts Canada.

Policy on the Role of Staff

Scouts Canada maintains an infrastructure to provide services in support of delivery of programs by volunteers across Canada in a wide variety of situations. Volunteers require efficient, responsive services to help them meet their obligations, especially in local communities and neighborhoods. To help meet these obligations, Scouts Canada employs executive and support staff and contracts for professional and other services.

The organization must conserve physical and human resources, manage risks and provide continuously improving services. Scouts Canada must preserve and enhance the ability of members to fulfill the Mission.

Scouts Canada employs staff across Canada pursuant to business plans approved by the Board of Governors. Employees of Scouts Canada exercise responsibilities primarily in management activities, take leading roles in specific functions, and are often identified as the principal agents of the Board of Governors to ensure appropriate monitoring and achievement of due diligence.

Governance

Under the terms of Bylaw 2, the Board of Governors of Scouts Canada is the sole source of policy for Scouts Canada. The roles and responsibilities of members of the Board of Governors are specified in Bylaw 2.

Operations and Management

Under the terms of Bylaw 2, the Executive Commissioner and Chief Executive Officer (CEO) leads and operates the network of volunteers including commissioners, service scouters, leaders and members of the employed staff who deliver Scouts Canada programs and manage day-to-day activities on behalf of the Board of Governors.

Members in Corporate Roles

Volunteers and staff in leading roles at the corporate level, excepting the Board of Governors, exercise responsibilities detailed in job descriptions approved by the Executive Commissioner and Chief Executive Officer (CEO).

Operations Advisory Committee

Within policy provided by the Board of Governors, an Operations Advisory Committee, chaired by the Executive Commissioner and Chief Executive Officer (CEO), operates in an advisory capacity to assist him/her in the exercise of his/her responsibilities and to coordinate the activities led by volunteers and staff. This includes providing feedback from the area they represent, making recommendations and assisting with the communication and implementing of policy and procedures again in the area they represent.

The Operations Advisory Committee advises, consults, provides feedback and makes recommendations regarding:

1. continuous improvement of our Scouts Canada youth programs and the quality of their delivery;
2. effective procedures to achieve significant inclusion and development of youth members as leaders and Service Scouters;
3. an open and comprehensive membership management system and archive to provide effective membership services and reports to all members;
4. an open and comprehensive corporate standard financial reporting system and archive to provide effective financial services and reports to all members;
5. the preparation and conduct of Scouts Canada programs and public events;
6. the preparation and conduct of business plans, financial plans and risk management plans;
7. effective relationships with the federal government, national and international non-governmental organizations, national and international agencies focused on youth, national and international volunteer organizations and national and international commercial corporations;
8. effective relations with the World Bureau and with other national Scout organizations;

9. effective relationships with national sponsors/partners of Scouts Canada;
10. a cost-effective and reasonable application of Canada's officially bilingual character so that appropriate materials published in the name of Scouts Canada are published in French and English;
11. effective relationships with national organizations that subscribe to the Mission of Scouts Canada and stimulate active citizenship within aboriginal and cultural communities in order to ensure that the Mission of Scouts Canada reflects sensitivity to multiculturalism and responds to the needs of the many cultural roots of Canadians;
12. preparation and maintenance of job descriptions for leading volunteers and staff in divisional, and council roles;
13. activities to maintain and enhance relations between Scouts Canada and educational institutions, Sponsors, and provincially or territorially based organizations that provide support services to prevent abusive relationships;
14. council operations and compliance with Scouts Canada policies and procedures;
15. an effective Corporate Communications Strategy;
16. effective use of new technologies to deliver timely and efficient products and services to members; and
17. support to program and administrative committees and task groups as required.

The membership of the Operations Advisory Committee includes the following, and can be expanded with the approval of the Board of Governors.

Executive Commissioner and Chief Executive Officer (CEO) – Chair;

International Commissioner;

Geographic Deputy National (Divisional) Commissioners
(In 2001, there are DNCs for East, West and Central Divisions);

Geographic Vice Chairs of the Youth Committee (Assistant Divisional Commissioners Youth).
(In 2001, there are three for East, West and Central Divisions);

Functional Assistant National (Divisional) Commissioners
(In 2001, there are ANCs for Youth, Volunteer Services and Program);

Geographic Divisional Executive Directors
(In 2001, there are DEDs for East, West and Central Divisions);

Functional Divisional Executive Directors
(In 2001, there are DEDs for Program and Administration); and

Corporate Comptroller.

The Executive Commissioner and Chief Executive Officer (CEO) can recommend adjustments to the membership of the Operations Advisory Committee to the Board of Governors for approval.

Members in Divisional and Council Roles

Volunteers and staff in leading divisional and council roles exercise responsibilities detailed in job descriptions approved by the Executive Commissioner and Chief Executive Officer (CEO).

Job descriptions for volunteers and staff in leading roles within divisions and councils are designed to meet the need for the accountability of

commissioners and for the support required by commissioners to meet their responsibilities.

Job descriptions for volunteers and staff in leading roles in divisions require them to:

1. achieve cooperation among councils to ensure maximum conservation of physical and human resources; and
2. provide effective, supportive and convenient services as directly as possible to members.

Job descriptions for volunteers and staff in leading roles for councils require them to:

1. fulfill the Mission by recruiting adults and youth to membership and participation in Scouting programs;
2. encourage volunteers to focus on the quality and range of program delivery and to minimize the need for volunteers to be involved in administration;
3. identify regions, areas, communities and neighborhoods that are practical for appointment and maintenance of commissioners based on unique factors of geography, the size and distribution of the membership, physical infrastructure and communications resources;
4. establish and monitor necessary committees to provide support to commissioners and coordinate financial and other support provided by existing and potential Sponsors, including groups of parents;
5. develop and maintain close and effective relations between Scouts Canada and provincial and municipal governments and agencies, educational institutions and authorities in order to advance the Mission of Scouts Canada in particular to develop close and effective relations with community and judicial and law enforcement agencies concerned with prevention of abusive relationships;

6. develop and maintain close and effective relations between Scouts Canada and existing and potential local Sponsor/Partner, including groups of parents, in order to advance the Mission of Scouts Canada;
7. under Scouts Canada policies and procedures, to actively assist in conservation of physical, financial and human resources to minimize exposure of Scouts Canada to risk; and
8. under a Scouts Canada Communications Strategy, to use corporate materials and develop local materials to gain maximum access to provincial, territorial and local communications outlets.

Members in the Service Scouter Role

In response to offers of service, commissioners appoint members as Service Scouters in accordance with procedures approved by the Executive Commissioner and Chief Executive Officer (CEO).

Service Scouters are appointed only where suitable offers of service are received. Service Scouters make themselves available to commissioners in order to assist leaders in youth programs.

Job descriptions for Service Scouters are identical throughout Scouts Canada, and emphasize that they are:

1. readily and conveniently available to provide advice and training and support to leaders;
2. dedicated to the personal support task and have no responsibility for conducting events or other program activities; and
3. not normally registered leaders in any operating youth program, in order to maximize their availability to leaders at large, without the specific approval of both the commissioner and the next senior commissioner.

Members in the Communications Role

Effective communications inside Scouts Canada and between Scouts Canada and the Canadian public are vital to the Mission. Recognizing that Scouts Canada operates across a vast country, the Board of Governors requires that

the Executive Commissioner and Chief Executive Officer (CEO) develop and maintain a Scouts Canada Communications Strategy to be reported to the Board as part of normal periodic activity.

Included in the Scouts Canada Communications Strategy is identification and distinction of corporate and other roles so that:

1. activities such as purchase of services from firms that specialize in public relations, or production of material for use in Scouts Canada communications media, must be managed by national office staff and supported by volunteers at all levels;
2. the public face of Scouts Canada emphasizes the leadership of the Chief Commissioner;
3. materials are developed for use by councils to aid them in gaining access to local media outlets;
4. creative and effective initiatives at the community level are identified and supported by councils and shared with members exercising corporate communication roles for potentially a wider application;
5. a process to identify new communications technologies, assess them and as appropriate apply them for the benefit of the members of Scouts Canada and the public at large;
6. a current and effective internal communications plan is in place for Scouts Canada;
7. a process to identify developing technologies that offer the potential to provide services to members in new ways and to provide new services to members;
8. a process to use the network of staff and commissioners as the only vehicles for internal administrative and program communications.

AUTHORITY

The Executive Commissioner and Chief Executive Officer (CEO) shall be responsible for development of the management structure contemplated by the foregoing policy and shall have the authority to implement such policy at all levels of the Corporation for this purpose.

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