

# **SCOUTS CANADA STANDARD OPERATING PROCEDURES**

## **SECTION 2000 - SCOUTS CANADA STRUCTURE**

### **2001 - ORGANIZATION STRUCTURE**

#### **2001.1 – Preamble:**

The structure of Scouts Canada will maximize the effective deployment of volunteers and employees to ensure the program is delivered with a synergistic teamwork approach across Canada, including appropriate support services and completed in the most cost efficient manner.

#### **2001.2 – Management:**

Under the terms of By-law #2, Article IV the Executive Commissioner and Chief Executive Officer reports to the Board of Governors and is responsible for all activities of the Corporation in accordance with the general policies of the Board of Governors.

#### **2001.3 – Structure:**

Scouts Canada has a single line of accountability reporting to the Board of Governors through the Executive Commissioner and Chief Executive Officer. The Executive Commissioner and Chief Executive Officer will focus on three main areas – Program, Operations and Field Services.

#### **2001.4 – Adult Volunteers:**

Appointments, positions, roles, accountability and responsibility shall have the meanings ascribed to them in Scouts Canada Standard Operating Procedures 3000 - Appointments.

#### **2001.5 – Employees:**

Shall have the meanings ascribed to them in Scouts Canada Standard Operating Procedures 14000 - Employees and the Scouts Canada Personnel Policy.

#### **2001.6 – Program:**

Program management activities are generally managed by volunteers (Commissioners and their volunteer staff) and are resourced by Scouts Canada employees. Program management activities include:

- (i) program quality;
- (ii) program delivery;
- (iii) volunteer recruitment;
- (iv) volunteer development;
- (v) youth involvement;

- (vi) special events;
- (vii) membership (retention and growth);
- (viii) international relations and outreach; and
- (ix) recognition (Honours & Awards).

### **2001.7 – Operations:**

Operational management activities are generally managed by Scouts Canada employees (Executive Directors, with their professional and support staff) and, when necessary, volunteer advisory groups can be created. Operations management activities include:

- (i) general administration;
- (ii) financial administration and control;
- (iii) revenue development;
- (iv) human resource management (employees);
- (v) risk management;
- (vi) insurance and claims management;
- (vii) information management;
- (viii) retail services/Scout Shops;
- (ix) property/facility management;
- (x) legal matters;
- (xi) membership management system/member registration, and chartering of Groups;
- (xii) membership termination procedures;
- (xiii) marketing; and
- (xiv) communications.

### **2001.8 – Organizational levels:**

- (i) Corporate Services ( National);
- (ii) Council;
- (iii) Service Area;
- (iv) Group; and
- (v) Section.

### **2001.9 – Corporate Services:**

Operations, Program and Field Services with a national scope are located at the corporate office.

### **2001.10 – Council:**

A Council's prime focus will be membership development. Councils will also provide support to Areas in the delivery of program activities, including recruitment of youth, starting new Groups and program support. Councils are based on membership and ability to service. Councils are created, deleted and changed as per By-Law No. 2.

### **2001.11 – Service Area:**

A Council may designate any area under its jurisdiction as a Service Area. The prime focus of a Service Area will be program delivery, service and support of Scouts Canada's programs.

### **2001.12 – Group:**

A Group is chartered by Scouts Canada to operate and deliver one or more program Sections which are referred to as Colony, Pack, Troop, Company and Crew, as well as specialty Sections such as SCOUTSABOUT and EXTREME ADVENTURE which may be added to achieve the Scouts Canada Mission – see Standard Operating Procedures 4000. The Group Commissioner is responsible to ensure leaders have training specific to their roles.

### **2001.13 – Section:**

A Section is a subdivision of a Group based on a program of Scouts Canada. Members in Beavers are formed into Colonies, Wolf Cubs into Packs, Scouts into Troops, Venturers into Companies and Rovers into Crews. A grouping of members in a SCOUTSABOUT or EXTREME ADVENTURE program is also referred to as a Section – see Standard Operating Procedures 4000.

## **2002 – NATIONAL LEADERSHIP TEAM**

### **2002.1 – Purpose:**

The **National Leadership Team** will advise, consult, make recommendations, implement and provide feedback to the Executive Commissioner and Chief Executive Officer on all matters pertaining to policy and day to day management including program management activities, 2001.6 and operations management activities, 2001.7.

### **2002.2 – Membership:**

- (i) Membership** - The Executive Commissioner and Chief Executive Officer will serve as chair. The members will include the International Commissioner; Deputy Executive Commissioners; Deputy Executive Commissioners – Youth; Functional Deputy Executive Commissioners; Executive Directors of Program and Field Services; the Risk Manager; the Corporate Comptroller; and, two Council Executive Directors.
- (ii) Temporary Membership** - The Committee may, from time to time, and with the approval of the Executive Commissioner and Chief Executive Officer, recruit additional members on a temporary basis to assist with a specific event or task and, when necessary, to provide a specialized skill set.

### **2002.3 – Standard Operating Procedures:**

The **National Leadership Team** shall develop a set of Standard Operating Procedures consistent with Scouts Canada's Mission, Principles, Policies and Procedures for:

- (i) the management of Scouts Canada and its Councils; and
- (ii) regulations and conduct generally of its affairs.

### **2002.4 – General Duties:**

Advises, consults, provides feedback and makes recommendations regarding the following:

- (i) continuous improvement of our youth programs and the quality and effectiveness of their delivery;
- (ii) effective procedures to achieve significant inclusion and development of youth members in leadership roles throughout the organization;
- (iii) an effective and efficient centralized membership system;
- (iv) a corporate controlled financial management system designed to be cost efficient while providing the appropriate financial controls and reporting;
- (v) preparation and implementation of all special events and activities;
- (vi) preparation and implementation of effective business, financial and risk management plans;
- (vii) effective relationships with all levels of government, the private and not-for-profit sector and, in particular, those organizations focused on youth;
- (viii) relations with the World Scout Bureau and other national scout organizations as well as support for and participation in international scouting events, projects and activities;
- (ix) a cost-effective and reasonable application of Canada's bilingual character as it relates to publications of Scouts Canada;
- (x) effective relationships with current and potential sponsors, including all aboriginal and cultural communities, while being sensitive to and respecting the needs of the cultural roots of Canada;
- (xi) preparation and maintenance of position descriptions for key volunteers and staff in Corporate and Council roles;
- (xii) the Council and Group levels ensuring compliance with the by-law, policies, and procedures of Scouts Canada;
- (xiii) an effective communications strategy; and
- (xiv) the creation of additional committees, advisory groups or task groups as required.

## **2003 - ORGANIZATIONAL LEVELS**

**April 2008**

**Revised: October 2012**

### **2003.1 – Corporate Services (National)**

#### **(i) - Operations:**

- 1. Purpose** - To be responsible for the delivery of the operations management activities of Scouts Canada as defined in 2001.7 i. - xii.

**2. Structure and Staffing** - Operations will consist of the following service components, staffed by full time employees of Scouts Canada; Finance, Human Resources, Field Services, Program, Risk Management (insurance and legal), Information Management, Revenue Development, Fundraising, Retail Services (including all Scout Shops/retail outlets, Central registry (records management, mailings and reception) as well as general administration support. Operations will be the responsibility of the Executive Commissioner and Chief Executive Officer.

**3. General Duties:**

- (a) To develop and implement the appropriate procedures, business plans and support mechanisms to ensure the operations management activities (2001.7 i. – xii.) are achieved in an effective and efficient manner based on the policies and direction of the Board of Governors.
- (b) To provide guidance to the Board of Governors and the **National Leadership Team** on operational matters, through the Executive Commissioner and Chief Executive Officer.
- (c) To ensure compliance at all levels of Scouts Canada.

**(ii) – Program:**

**1. Purpose** - To be responsible for the delivery of the program management activities of Scouts Canada as defined in 2001.6 and 2001.7 xiii. & xiv.

**2. Structure and Staffing** - The Program service will consist of the following Committees and Services; Program, Training and Development, Communications, International Relations, Youth and Honours and Awards to provide support in the achievement of the program management activities as defined in 2001.6 and 2001.7 xiii. & xiv.

- (a) The Program service will be the responsibility of the Executive Director - Program who is accountable to the Executive Commissioner and Chief Executive Officer.
- (b) The Program Committee will be responsible to the Deputy Executive Commissioner - Program who is accountable to the Executive Commissioner and Chief Executive Officer.
- (c) The International Relations Committee will be responsible to the International Commissioner who is accountable to the **Chief Commissioner and Chair of the Board of Governors.**
- (d) The Youth Committee will be responsible to the Deputy Executive Commissioner - Youth who will chair the Committee and is accountable to the Executive Commissioner and Chief Executive Officer.
- (e) The Honours and Awards Committee will be responsible to the Deputy Executive Commissioner – Program.

**3. General Duties -**

- (a) To develop and implement the appropriate procedures, business plans and support mechanisms to ensure the program management activities (2001.6 and 2001.7 xiii. & xiv.) are achieved in an effective and efficient manner based on the policies and directions of the Board of Governors.

- (b) To provide guidance to the Board of Governors and the Operations Advisory Committee on program matters through the Executive Commissioner and Chief Executive Officer.
- (c) To ensure compliance at all levels of Scouts Canada.

**(iii) – Field Services:**

**1. Purpose** - To be responsible for the program and operations management activities of Scouts Canada as defined in 2001.6 and 2001.7 within Councils, ensuring that administrative duties and operations management activities are centralized at the corporate level, as appropriate, while ensuring that program management activities are decentralized as close to the Group/Section level as possible.

**2. Structure and Staffing -**

- (a) Volunteers and full time employees of Scouts Canada will provide the appropriate administrative support as it pertains to both program and operations management activities and be responsible to the Executive Director – Field Services who is accountable to the Executive Commissioner and Chief Executive Officer (see Section 4000 – Appointments).
- (b) /Deputy Executive Commissioners will provide program management activities, supervision and support to Councils, in consultation with the Deputy Executive Commissioner – Youth, supported by the Executive Director – Field Services, and are accountable to the Executive Commissioner and Chief Executive Officer.
- (c) Deputy Executive Commissioners – Youth, will assist and advise in the provision of program management activities, supervision and support to Councils in consultation with the Deputy Executive Commissioners, supported by the Executive Director – Field Services, and is accountable to the Executive Commissioner and Chief Executive Officer.
- (d) The Executive Director – Field Services will provide support to all Councils with a primary focus on day-to-day management, administration and personnel issues and accountable to the Executive Commissioner and Chief Executive Officer.

**3. Membership** - Membership of Field Services shall consist of Deputy Executive Commissioners, Deputy Executive Commissioners – Youth and the Executive Director – Field Services (see Section 4000 – Appointments).

**4. Special Duties** - Field Services shall:

- (a) represent the interest of the Councils and Groups at the **National Leadership Team;**
- (b) promote and further the Mission of Scouts Canada;
- (c) apply the Principles, Policies and Standard Operating Procedures of Scouts Canada;
- (d) promote cooperation with other organizations having a similar purpose;
- (e) promote the Honours and Awards program of Scouts Canada;
- (f) support the Scouts Canada Membership Management System;

- (g) furnish to the Board of Governors, through the Executive Commissioner and Chief Executive Officer, an annual report, audited financial statement and compliance certificates from each Council; and
- (h) carry out such other duties as may be assigned by Executive Commissioner and Chief Executive Officer.

### 2003.2 – Councils:

- (i) **Purpose** - To work together as a team of full time employees and volunteers to effectively and efficiently coordinate plans, identify problems, provide service, training and support while focused on the key program management activities (2001.6).
- (ii) **Structure and Staffing** - Volunteers and full time employees will provide the necessary service and support required at a Council level and be directly involved in membership development. Full time employees will support the Council Commissioner in Program matters and provide operations support as assigned by the Council Executive Director who is accountable to the Executive Director – Field Services. A Council Commissioner, with an appropriate volunteer team, will manage, supervise and monitor the program management activities within their Council, supported by the Council Executive Director (See 4000 – Appointments).
- (iii) **Membership** - of a Council shall consist of a Council Commissioner, Council Commissioner – Youth, Council Executive Director and such other positions and members as may be set out in the Management Operating Procedures of the Council.
- (iv) **Special Duties:**
  1. Supervise, monitor and manage the program management activities within the Council;
  2. Express the interests of the service areas, Groups and Partners/Sponsors of the Council through the Deputy Executive Commissioner, Deputy Executive Commissioner – Youth and the Executive Director – Field Services to the **National Leadership Team**;
  3. Create Service Areas based on the ability to service and support, defined in terms of geography or membership. A Service Area, except in an exceptional situation, would normally not exceed 20 Groups and travel time to any one Group would not exceed 90 minutes in any direction;
  4. Apply and ensure compliance with the Principles, Policies and Standard Operating Procedures of Scouts Canada;
  5. Promote cooperation with other youth serving organization;
  6. Create such advisory committees and task groups deemed necessary by the Council to achieve its purpose;
  7. Provide to the Executive Commissioner and Chief Executive Officer a detailed annual report, audited financial statement along with appropriate compliance certificates;
  8. Interpret the needs of the Groups to Field Services and make recommendations based on those needs; and
  9. Perform such other duties that may from time to time be assigned by the Executive Director – Field Services and/or Deputy Executive Commissioner and/or Deputy Executive Commissioner – Youth.

10. Develop a Council Action Plan consistent with Scouts Canada's Strategic Directions.

**(v) Council Management Advisory Committee:**

The Advisory Committee, chaired by the Council Commissioner, consisting of employees and volunteers as set forth in the Council's Management Operating Procedures, will advise, provide feedback and make recommendations to the Council Commissioner, Council Commissioner – Youth and Council Executive Director.

**(vi) Management Operating Procedures:**

Using Scouts Canada's Management Operating Procedures which are consistent with Scouts Canada's Mission, Principles and Policies, a Council will:

- (a) manage the Council;
- (b) create Service Areas as needed;
- (c) elect and/or appoint the membership of the Council Management Advisory Committee ensuring appropriate representation from Service Areas; and
- (d) apply the Policies and Standard Operating Procedures of Scouts Canada.

**2003.3 – Service Areas:**

- (i) Purpose** - To ensure that safe quality programs are delivered to our youth through the provision of orientation, training, support and servicing to Section leaders through Group Commissioners and identifying membership development opportunities in existing Groups and the potential for new Groups.
- (ii) Structure and Staffing** - The Area Service Team (Volunteers) is comprised of the Area Commissioner, Assistant Area Commissioner – Youth, Service Scouters and Group Commissioners who will provide an essential link between Sections/Groups and their Council. They will be the conduit for rapid communication and response. The area Service Team will provide direct servicing and a direct avenue for the passing of information both ways. The Area Commissioner is accountable to the Council Commissioner.
- (iii) Membership** - An Area Commissioner, Assistant Area Commissioner – Youth, Group Commissioners and a team of volunteers known as Service Scouters.
- (iv) Specific Duties:**
  1. Communicate the needs of the Groups within the Service Area at the Council level;
  2. Monitor Section program standards and safety through Group and Section Scouters;
  3. Provide support to membership development initiatives;
  4. Carry out, monitor and support the screening process of adult volunteers;
  5. Ensure the orientation of new Section leaders and members of Group Committees;
  6. Promote and ensure that all leaders and adult volunteers receive appropriate training in a timely fashion;
  7. Ensure timely and appropriate recognition of adult volunteers taking full advantage of the Honours and Awards program of Scouts Canada;
  8. Coordination of area events that directly support the programs of Scouts Canada;



9. Ensure Group Commissioner and Group Committees have the appropriate resources;
10. Initiate timely meetings of Group Section Scouters (Scouters Clubs) as appropriate to communicate information and seek feedback on issues related to program quality and delivery; and
11. Develop a Service Area plan in collaboration with the Council Commissioners and Executive Director. This plan will include membership goals, retention goals, program performance standards and volunteer development consistent with Scouts Canada's strategic directions.

#### **2003.4 – Groups/Sections/Partners/Sponsors:**

- (i) **Group** - One or more program Sections - Colony, Pack, Troop, Company or Crew and may include specialty Sections such as SCOUTSABOUT and EXTREME ADVENTURE operating under the same Group charter.
- (ii) **Charter** - for the operation of one or more of Scouting's programs is granted by Scouts Canada through the corporate office to the approved Group. Charters must be renewed annually, may be cancelled for cause at any time and shall remain the property of Scouts Canada. A charter is issued once the application is approved by an Area/Council Commissioner on behalf of Scouts Canada.
- (iii) **Group Commissioner** - Directly accountable to the Area Commissioner, this person is recognized as the principal point of contact for the Group and assumes the leadership of the Group Committee. The Group Commissioner's prime function is to ensure compliance with Scouts Canada's Policies and Procedures and Program Standards, and ensures that section leaders receive appropriate program service, training and support.
- (iv) **Sponsor/Partner** - A Sponsor/Partner is an association, institution, organization or Group which agrees to use one or more of Scouting's programs. Membership in a Group may be restricted to those who are members of, or who are otherwise identified with, the Sponsor/Partner.
- (v) **Scouting Responsibilities of Sponsors/Partners:**
  1. To assist in providing resources to enable the Group to promote the goals and ideals of the sponsor and training for leaders in the goals and ideals of the Sponsor/Partner, in keeping with Scouts Canada's Mission, Principles, Policies and Standard Operating Procedures;
  2. To set the procedure in relation to membership in the Group. If a religious Sponsor/Partner: to establish the procedure for the Group with respect to religious exercises and/or instruction as a program element in the Group. To ensure that this policy is made known to applicants and/or their parents or guardians, as well as making the provisions to excuse members upon parental or guardian request if membership is open to children and youth of other than the denomination of the church concerned;
  3. To advise the Group Committee and, when necessary, rule on fundraising methods if these come in conflict with the goals, ideals or policies of the Sponsor/Partner or of Scouts Canada;
  4. To assist in providing resources, both personnel and other, for the encouragement of

the Religion in Life Award program and provide for appropriate recognition of recipients of the award;

5. To ensure adequate meeting facilities are provided for the Group;
6. To establish any additional criteria unique to the sponsor's/partner's requirements regarding the recruitment and appointment of Scouters, Scouters-in-Training and activity leaders;
7. To ensure good relationships and information flow between Sponsor/Partner and Group and Group and Sponsor/Partner;
8. To appoint or provide annually a Sponsor/Partner representative as a member of the Group Committee;
9. To receive annually, through the Group Committee, the report of the Group's activities including audited \* financial statements;
10. To ensure Scouters and others are given appropriate recognition for their service in a timely fashion;
11. To ensure growth for the Group/Section; and
12. To annually apply for renewal of the Group/Section Charter.

\* **Note:** The term "audit", when applied at the Group level, simply means to have an impartial third party review the financial reports of the Group.

**(vi) - Group Committee:**

A Group Committee is a group of parents, Section Scouters, a Sponsor/Partner representative and a Group Commissioner responsible for the operation of the Group and accountable, through the Group Commissioner, to the Council. The Group Committee shall be responsible for the Group and shall work with the Section Scouters in the operation of each Section. The Scouter in charge of each Section, or in the case of a Colony, a leader designated by its leadership team, automatically becomes a member of the Group Committee. The Section Scouter's role as a member of the Group Committee is to represent the Section. The Section Scouter cannot serve in any other position on the Group Committee.

**(vii) – Responsibilities of the Group Committee:**

**Program:**

1. To provide for the operation of the programs in accordance with the Mission, Principles and Practices, Program Objectives, Operating Policies, Procedures and Regulations of Scouts Canada and in keeping with the goals and ideals of the sponsor.
2. To follow the Volunteer Recruitment and Development Procedures (VRAD) in order to secure and appoint Scouters who are acceptable to the Sponsor/Partner and to Scouts Canada.
3. To encourage Scouters in their personal development by making opportunities for training and development available to them.
4. To approve programs as presented by leaders.
5. To maintain a program of growth for the Group/Section.
6. To ensure that program resources and personnel are available as required. Examples of this are:
  - Instructors, resource persons, examiners;

- Facilities;
  - Equipment
7. Where necessary, to assist Scouters in the operation of the Group/Sections.
  8. To assist Scouters in preparations of camps and other special events and to approve arrangements and budgets.
  9. When necessary, to assume direction of the Sections.
  10. To ensure that due emphasis is given to the religious aspects of Scouting in the conduct and life of the Group/Section.
  11. To provide for an annual review of Group/Section Scouters and to ensure that the appropriate recognition for service is provided.
  12. If, as a result of a complaint or observed behaviour a member may need to be suspended, Council Operating Procedure COPS 401 must be followed. Contact the Council/Area Commissioner or the Council Executive Director for more information.

**(viii) - Group Administration:**

1. To establish and provide for the continuous operation of the Group/Section.
2. To register the Group/Section annually.
3. Apply for and participate in the annual re-chartering of the Group.
4. To secure adequate facilities such as a meeting place for the Group/Section.
5. To audit \* annually the accounts of the Group/Section.
6. To prepare and submit to the supervising council, and the Sponsor/Partner, an annual report covering the activities of the Group/Section. This report shall include a schedule of real property and audited \* financial statements.
7. To promote harmonious relationships within the Group/Section and any institution or organizations in contact with or affecting the Group/Section.
8. To approve budgets as presented by leaders.
9. To assume responsibility for all property and equipment including insurance matters.
10. To raise funds as required in accordance with the policy on finance of Scouts Canada and those of the Sponsor/Partner.
11. To ensure that prompt and efficient methods for recording and maintaining records are achieved. Where appropriate, forms, applications, etc. are forwarded to the nearest Council office.

\* **Note:** The term “audit”, when applied at the Group level, simply means to have an impartial third party review the financial reports of the Group.

**2003.5 – Scouting Auxiliaries:**

- (i) Organizations of parents of Section members and other interested adults constituted under the authority of the Group/Section committee for the purpose of assisting Groups are designated as Scouting auxiliaries, and their members are entitled to wear the Scouting auxiliary badge. These organizations are purely auxiliary and in no way exercise the functions assigned to the Group/Section committee or Section Scouters.

- (ii)** The raising and expenditure of money by a Scouting auxiliary must be in accordance with the By-law, Policies and Procedures of Scouts Canada and the plans of the Group/Section committee it supports. The approval of the Group/Section committee must be obtained for all fundraising projects undertaken by its auxiliary. All monies collected by the auxiliary will be under the control of the Group/Section committee at all times.
- (iii)** The Scouting auxiliary will submit an annual report, including a financial statement, to the Group/Section committee.
- (iv)** Auxiliary members, when in contact with youth, must be in compliance with Section 3001.2 – Screening Level Required for Adult Volunteers.