

June 9, 2014

Governance Peer Review

Prepared for BC Hockey

**Wilf Liefke
President
BC Hockey
6671 Oldfield Road
Saanichton, BC
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Dear Wilf,

Thank you for the opportunity to assist BC Hockey with their Governance Review. We have enclosed our report, complete with findings, comments and recommendations.

Mike Bruni - Hockey Canada
Al Hubbs - Saskatchewan Hockey Association
Rob Virgil - Hockey Alberta

Cc; Barry Petrachenko

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Overview:

At the request of BC Hockey, a Peer Review Group was established for the purpose of assessing the work of the BC Hockey Governance Committee. The Peer Group composition consisted of the following individuals:

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| Mike Bruni | Former President of Hockey Alberta, Past Chair of the Board for Hockey Canada. Key figure in the governance review process for Hockey Canada. |
| Al Hubbs | Former President of the Saskatchewan Hockey Association. As a member of the Hockey Canada Board, Al participated in the work of the Governance Committee and advocated change to the structure of the organization. |
| Rob Virgil | Past President of Hockey Alberta. During his Presidency Rob oversaw the final stages of the policy adjustments to the Hockey Alberta structure, and as Past President has been a part of the Operational rollout of the new plan. |

Process:

The group reviewed the documentation prepared by the BC Hockey Governance Review Committee and interviewed committee chair Al Matthews on May 30, 2014. This report was prepared as a result of the group's activities.

Observations:

Generally the Peer Review Group endorses the work of the Governance Review Committee, and feels that the process followed was comprehensive. Stakeholder groups were consulted and the feedback provided was taken into consideration. The recommendations that resulted are in keeping with the goals to modernize and streamline the BC Hockey Structure and to improve the efficiency of the organization. The peer group identified the following as items in the report/findings for consideration:

- The structure of the Board of Directors is well done.
- The number of directors was felt to be high at nine, with the optimum number suggested as seven members. The concern is that the higher number may create a situation where the Board members have a tendency to focus on operational issues and decision making is less nimble.

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- The fact that the Board is not designed as a representative body is identified as a positive step insuring that competency based people for the job are selected regardless of where they come from. Limiting candidates based on the area they represent may result in less than qualified candidates being elected. Representation may also limit the autonomy of an individual to do what is best for the entire organization. This was identified by the group as a foundational necessity in order to avoid the Board becoming political.
- The fact that Board members are appointed to serve as liaisons to the Committees is supported as it insures contact with all levels of the organization is maintained. However, Board members should not serve as Chairpersons of the Divisional Committees.
- The role of the Nominating Committee is key to the proposed structure, with the responsibility of formulating a slate of competency based candidates for Board positions. The process of accepting nominations from the floor must be eliminated – most similar organizations have moved to a more refined nomination process that ensures voters have ample advance notice on the credentials of all candidates.
- Approval of the Budget should be a function of the Board. Board accountability for the organizations finances is done through the annual audit which is approved by the members. In an organization the size of BC Hockey the membership will not have the required knowledge of the detailed financial requirements necessary to make prudent decisions. In Alberta the process calls for consultation with the membership on a Budget draft prior to the final decision of the Board, with the members approving membership fees and the Board approving the budget.
- In the new governance structure of Hockey Alberta, members are responsible for approving all bylaw changes. The Board is responsible for final approval of regulation changes. In general, regulation changes will come to the Board as recommendations from the various groups (committees, councils, clubs, LMHAs, etcetera). The Board will then insure a process for review and consultation with affected stakeholders has taken place prior to approving them. A similar process is suggested for BC Hockey.

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- One item that requires careful consideration by the organization is whether the Board Chair is selected by the members or by the Board of Directors. Each choice comes with its advantages & disadvantages
- Steps should be taken to ensure consistency in the delivery of programs across the Districts.
- The visibility of Board Members and Senior Staff is vital, interaction between these individuals and the Districts must be a focus.
- Continuous consultation and communication with the membership is paramount to implementing all the proposed changes.

Conclusion:

The main items that the Peer Review Group feels should be addressed prior to the approval of the recommendations are as follows:

1. The nomination process should not allow for nominations from the floor.
2. The process for the approval of the Budget should be adjusted.
3. The members of the Board should not be elected on a representational basis.
4. Board members should not serve as Chair of Divisional Committees

Respectfully

Mike Bruni
Al Hubbs
Rob Virgil