



BC Hockey Governance Restructuring Model for Program Committees

Background

BC Hockey has a strong history of organizational structure, governance and operation dating back to the original founding of the BC Amateur Hockey Association in 1919. However, the most recent, formal process of organizational review leading to recommendations on restructuring occurred in 1985.

Although one could argue that the annual process of resolution and approval by the membership has the ability to alter the structure of the organization as it did in the following examples, it has been almost 30 years since the organization, as a whole, has undergone the scrutiny of a complete review intended to bring BC Hockey in line with the organizational standards of the day.

Samples of organizational change:

1. 1996-1997. The Executive Committee shall consist of: Officers of the Society, **three (3)** members from the Lower-Mainland District
2. 2002-2003. The Executive Committee shall consist of: **Two (2)** from the Okanagan Mainline District
3. 2010-2011. Removed: The Executive Committee shall appoint the Mutual Aid Reserve Fund Committee
4. 2010-2011. BC Hockey approved the formation of a School Programming Committee

Several events both internally and externally have made the move toward restructuring timely. First, changes to the Hockey Canada governance framework are being developed in part to comply with the requirements of the recently adjusted Canadian Not-for-profit Corporations Act (**NFPCA**). This has created an awareness of the topic and an impetus for change. Comprehensive review of the Societies Act by the BC Government may soon reflect similar changes. Secondly, the current BC Hockey Executive Committee has identified the need for change, and has directed a governance review committee to make recommendations that will ultimately lead to an updated governance model.

Chronological events leading to this point in the development of governance review include:

- The Hockey Canada governance review initiated by a motion approved at the 2010 Semi-Annual meeting in Toronto: ***To undertake a complete governance review of the Hockey Canada Board of Directors, Councils and the whole nine yards.***
- BC Hockey Executive Committee discussion regarding Hockey Canada and other Branches reviewing Board structure. January 2012.
- BC Hockey Executive Committee approves:
 - That the recommendation of restructuring Standing Committees relative to the issue of the Committee Chairs be reviewed by the Governance Committee. May 2012.



- That the Governance Committee review the size and structure of all Standing Committees with the mandate that the size of the Committees is to be streamlined to ensure that positions can be filled and to maximize effectiveness. May 2012
- Hockey Alberta presents to BC Hockey Executive Committee regarding their Governance review process. May 2012.
- BC Hockey presents the governance review initiative to the membership. 2012 AGM, June 2012
- BC Hockey Membership confirms their wishes to proceed with a governance review and approves the following motion: ***The Governance Report of BC Hockey be reviewed by a committee appointed by BC Hockey Executive, not to include any current member of the BC Hockey Executive or staff. June 2012.***
- The BC Hockey Development Committee conducts a workshop examining the need for revised committee structures. November 2012.
- BC Hockey strikes a Review Committee to examine committee structure consisting of Chair - Shannon Bell, Anne Deitch, Al Matthews, and Mark Slay. The committee meets December 2012 indicating the following in regard to program committee structure:
 - Program Committees should be separate from Standing Committees
 - Committee members are crucial to the success of the programs. Members selected should be competency based not regional. They should have extensive background and/or experience in the program.
 - Program Committees should be small. Five to eight people including a staff resource.
 - Program Committees should be chaired by Program Branch Coordinators.
 - One appointed BC Hockey Officer is required to act as an Officer Liaison at meetings.
 - Committee members are to be selected by way of nomination, application and recommendation from Branch staff and committees.
 - Final selection by the BC Hockey Executive Committee
- The staff resource for the “BC Hockey Review Committee to examine committee structure” is tasked with the production of a draft program committee restructuring document for presentation at the May 2013 Executive Committee meeting. March 2013.
- Marilyn Payne Consulting contracted as a consultant on the governance process. March 2013.

Purpose

The purpose of this proposal is to draft a new structure for BC Hockey Programs as a component of BC Hockey governance review.



Needs Analysis

The analysis of need for this project has come from several hockey sources both internally and externally as well as a review of governance models in use today.

The original design of BC Hockey Program Committees was, for the most part, one in which committee members were representatives of the BC Hockey Districts. This “representation by geographic location” was founded in the need for program committees to be both a recommending body to the BC Hockey Executive Committee and, equally important, as being the district delivery mechanism for the particular program. As an example the current BC Hockey Coach Committee has an appointed representative(s) from each BC Hockey District. The expectation of the representatives is that they not only contribute to program design, policy development and content but are also responsible for delivery components such as clinic set up, clinic administration, identification of volunteer clinic instructional staff, and the promotion of events.

Although the original design does have merit as a one stop resource within the District, it has become inefficient in a number of areas:

1. The size of committees has become difficult to organize and the effectiveness of doing business with this many committee members is proving difficult.
2. Committee meetings attempt to address both policy and delivery of the programs leaving little time to appropriately address either.
3. The sophistication of materials in the current programs and the specialists required to develop new directions in the programs requires distinct committee members. These “Subject Matter Experts (SME)” can never be expected to be geographically situated and more than likely will not serve as the “delivery” experts needed in each District.
4. The fast pace of today’s organizations require approval processes that are simple and timely. One of the items that has been brought forward by BC Hockey Board members, program deliverers and outside agencies is that there are simply too many people involved in day to day operational decisions leading to difficulty with timely approvals by people that have limited expertise in the subject matter of the particular decision. Smaller, more focused groups would assist in this regard.

Why this is the time to act

1. Examining committee structures and their fit to delivery and governance needs is timely in that the approval to move forward has been granted by both the BC Hockey Executive Committee and the BC Hockey membership.
2. The initiative is a component of the BC Hockey governance review expected to evolve in order to keep pace with contents and timelines of the Canadian Not-for-profit Corporations Act.
3. Governance change has to start somewhere. Updates to the Program Committees may serve as an impetus to steer other governance components of the BC Hockey governance structure review. It is the intent that the recommended changes to program structure will serve as an initial step to BC Hockey Governance change.



4. Branch Coordinators of the Female Development Committee, Coach Committee, Referee Committee, and Safety / Risk Management Committee identified the need to revamp their committees in order to better serve the membership.

The Proposal

Although this proposal is somewhat hampered by the ability to speculate what the entire governance review of BC Hockey will produce in regard to Board or Standing Committee structure, it is clear that decisions will be made that determine a design that delineates responsibility for policy as opposed to operation. The following excerpt from; "Guide to Effective Committees for Directors of Not-for-Profit Organizations" by the Canadian Society of Association Executives has been used to establish a vision of how BC Hockey Program Committees might fit into the organizational structure of BC Hockey. The following has been paraphrased from the original document;

"In organizations that employ professional staff, there should be a clear distinction between a Board Committee and an Operational Committee. Board Committees perform work that helps the Board do its job. The Board establishes them, sets out the objectives and holds them accountable."

Operational Committees are committees that help staff do the work. Once the Board assigns a goal to the Chief Staff Officer (BC Hockey Executive Director through appropriate staff), and a committee is determined helpful in achieving that goal, the committee is established with terms of reference. Committee members are appointed and the Chief Staff Officer holds the committees responsible."

To simplify the above in BC Hockey terms, our program committees are Operational Committees. They function in cooperation and mutual direction with staff based on the mandate given by the Board. The Executive Director is held responsible for Program Committees reaching the goals established by the Board. The appropriate staff is to be intimately involved in the selection, job descriptions, performance objectives and performance evaluation of program committees and their members.

Hockey Canada identified "Work Groups" within their structure to undertake specific tasks within a specified period of time. In the BC Hockey model it is proposed that the delivery of programs like the NCCP, HCOP or High Performance would be undertaken by workgroups.

This proposal considers the following established Standing Committees to be the ones concerned with programming therefore this proposal deals only with how these Standing Committees might be altered to better serve our members. Other Standing Committees will be dealt with in other components of governance review. The following are covered in this proposal:

- Hockey Development Committee
- Coaching Committee
- Female Hockey Development Committee
- High Performance Committee
- Referee Committee
- Safety and Risk management Committee
- School Programming Committee



The proposal divides the work of the existing committees into three categories:

1. **Board Committees** - perform work that helps the Board do its job. The Board establishes them, sets out the objectives and holds them accountable.
2. **Program Committees (Operational committees)** – committees that in conjunction with staff do the work in reaching the goals established by the Board
3. **Delivery Workgroups** – Geographically situated coordinators that organize the delivery of various programs in the Branch.

In analyzing the structure of BC Hockey programming in regard to the three categories above, the inclusion of existing standing committees into these categories is recommended as follows:

a) Board Committee

The only program committee formed by the Board would be the Development Committee. It would remain a Board or Standing Committee. The Board would set their objectives and hold them accountable.

b) Program (Operational Committees)

The following become Operational Committees:

- Officiating Committee
- Coaching Committee
- Female High Performance Committee
- Male High Performance Committee
- Safety and Risk Management Committee
- School Programming Committee

c) Delivery Workgroups

The following workgroups would be required to deliver the following programs:

- National Coach Certification Program - District Coach Coordinators
- Hockey Canada Officiating Program - District Officiating Program Coordinators
- Female High Performance - Female HP District Coordinators
- Male High Performance – Male HP District Coordinators (Evaluators)

The final recommendation is the removal of the Female Hockey Development Committee. The rationale is:

1. That the development of female hockey would be better served by placing female hockey Subject Matter Experts on other Program Committees. The placement of female hockey representatives on committees was previously a recommendation of the Female Hockey Development Committee.
2. That the development of female hockey and the communication of female initiatives, if required, would best be done at the district level.
3. If need arose a time limited workgroup could be formed.

NOTE: A Branch Female Hockey Development Coordinator would remain as a member of the Development Committee.



BC HOCKEY BOARD COMMITTEE

Responsibilities:

- Provide advice and recommendations to the Board on the Bylaws, Regulations,
- Provide advice and recommendations to the Board on the annual budgets.
- Provide advice and recommendations to the Board on the strategic plan.
- Provide advice and recommendations to the Board on operational programs.
- Relay Board strategic direction and design implementation strategies for Program Committees and Delivery workgroups.

Committee Member selection:

- Ratified by the Executive Committee
- Board Liaison appointed by the President
- Staff assigned by Executive Director
- Members to be selected by way of nomination, application and recommendation from Branch staff and committees.

HOCKEY DEVELOPMENT COMMITTEE	
Chair: BC Hockey Officer	Assigned by the President
Staff Resource	
Members:	
HP F Branch Coordinator	Approved by the Executive Committee
HP M Branch Coordinator	Approved by the Executive Committee
SRM Branch Coordinator	Approved by the Executive Committee
Coach Branch Coordinator	Approved by the Executive Committee
Referee In Chief	Approved by the Executive Committee
Female Hockey SME	Approved by the Executive Committee
School Programming Branch Coordinator	Approved by the Executive Committee
Considerations:	
Mentor	
Topical SME	Annual addition(s) considered to the Committee
Branch Midget League SME	Based on Midget Leagues becoming program committees



BC HOCKEY PROGRAM (Operational) COMMITTEES

Responsibilities:

- Construct uniform operational standards
- Assist with constructing Program budget
- Design program components
- Build administrative components of program
- Recommend policy, regulations, bylaws
- Assist in the development of program promotion design
- Assist in the development of program communication design
- Design Branch workshops
- Act as a liaison between Operations and Policy
- Liaise with national programs

Committee Member selection:

- Branch Coordinator selected by the Executive Committee
- Officer Liaison appointed by the President
- Staff assigned by Executive Director
- Members recommended by the Chair of the Committee in cooperation with the applicable Branch staff. Members to be selected by the Executive Committee. Submissions to the Executive Committee may be required to complete the selection process.

OFFICIATING COMMITTEE
Chair: Program Coordinator (RIC)
Staff Resource
Officer Liaison
Sample Members:
Above Minor SME
Competitive Stream SME
Community Stream SME
Female SME
Considerations:
Development SME (Course Conductor / Clinics)
Local RIC SME
Topical SME



SAFETY RISK MANAGEMENT COMMITTEE
Chair: Program Coordinator
Staff Resource
Officer Liaison
Sample Members:
Facility SME
Insurance SME
Equipment SME
Team Hockey Canada Safety Program SME
Hockey Trainer SME
Considerations:
Age specific SME
Association Safety / Risk Manager
Medical SME
Topical SME

SCHOOL PROGRAMMING COMMITTEE
Chair: Program Coordinator
Staff Resource
Officer Liaison
Sample Members:
Sport School SME
Hockey Canada Skills Academy SME
Elementary school SME
Secondary school SME
Post-Secondary school SME
Considerations:
Topical SME



FEMALE HIGH PERFORMANCE COMMITTEE
Chair: Program Coordinator
Staff Resource
Officer Liaison
Sample Members:
High Performance Coach
HP Coordinator
HP Evaluator
CONSIDERATIONS
Mentor
Female Midget AAA SME
Sport School rep
Long Term Athlete Development SME

MALE HIGH PERFORMANCE COMMITTEE
Chair: Program Coordinator
Staff Resource
Officer Liaison
Sample Members:
High Performance Coach
District Evaluator (Coordinator)
Considerations:
Mentor
Major Midget League SME
Sport School rep
Long Term Athlete Development SME
Team Pacific Management Committee member
Western Hockey League SME
Hockey Canada SME



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COACH COMMITTEE MEMBERS	
Chair: Program Coordinator	
Staff Resource	
Officer Liaison	
Sample Members:	
Community /IP Stream SME	
Competitive / Development Stream SME	
High Performance Stream SME	
Instructional Stream SME	
Female SME	
Considerations:	
Coach Mentor	
Course Conductor SME	
Topical SME	
Local Coach Coordinator	



BC HOCKEY DELIVERY WORKGROUPS

Responsibilities:

- Organize program delivery components
- Responsible for program materials inventory
- Identify, schedule, monitor instructional personnel
- Organize the training of instructional personnel
- Assist with guiding local implementation
- Attend District events to represent program
- Relay operational issues to Program Committee
- District workshop operation (if required)
- Promotion at district and local level
- Communication at the district and local level

Workgroup member selection:

- Staff assigned by Executive Director
- It is the responsibility of Program Chairs and Branch staff to recommend workgroup members. Members are approved by the Executive Committee. Submissions to the Executive Committee may be required to complete the selection process.

COACHING PROGRAM DELIVERY WORKGROUP MEMBERS
Staff Resource
LM Coach Coordinator(s)
VI Coach Coordinator(s)
OK Coach Coordinator(s)
NW Coach Coordinator
NC Coach Coordinator
NEY Coach Coordinator
K Coach Coordinator

MINOR OFFICIATING PROGRAM DELIVERY WORKGROUP MEMBERS
Staff Resource
LM Officiating Coordinator(s)
VI Officiating Coordinator(s)
OK Officiating Coordinator(s)
NW Officiating Coordinator
NC Officiating Coordinator
NEY Officiating Coordinator
K Officiating Coordinator



ABOVE MINOR OFFICIATING PROGRAM DELIVERY WORKGROUP MEMBERS
Staff Resource
LM Above Minor Coordinator(s)
VI Above Minor Coordinator(s)
OK Above Minor Coordinator(s)
N Above Minor Coordinator(s)
K Above Minor Coordinator(s)

FEMALE HIGH PERFORMANCE PROGRAM DELIVERY WORKGROUP MEMBERS
Staff Resource
LM Female High Performance Coordinator(s)
VI Female High Performance Coordinator(s)
OK Female High Performance Coordinator(s)
N Female High Performance Coordinator(s)
K Female High Performance Coordinator(s)

MALE HIGH PERFORMANCE PROGRAM DELIVERY WORKGROUP MEMBERS
Staff Resource
LM Male High Performance Coordinator(s)
VI Male High Performance Coordinator(s)
OK Male High Performance Coordinator(s)
N Male High Performance Coordinator(s)
K Male High Performance Coordinator(s)

Design Implementation Comments

1) Workgroup / Committee Relationship:

One of the critical operational components of the model is the relationship between a workgroup and the respective Program Committee. The workgroups will be intimately involved with the end users so it is of utmost importance that their evaluation / feedback have a clear conduit to the Program Committee and vice versa.

In the instance where a program committee does not have an associated workgroup that has the potential of reaching the end user, other methods of input from the “grassroots” to the committee will be required.

The Program Committee would be charged with the development of new technical components as well as administrative and operational standards of the program. It is, however, the



workgroup's job to deliver these components at the expect level. Evaluations, reports and possibly representation on the Program Committee from time to time will be required.

Along with the workload and directional issues above, a critical component is the perceived image of the positions. The model describes a new design for all the work required to develop, administer and conduct programs efficiently. It does not place a hierarchical value on the positions. Since it is assumed that a number of people currently sitting on committees will be appointed to either committees or workgroups, BC Hockey must be careful not to give the impression that some people are either gaining or losing status. Change to a new model will be difficult if seasoned personnel opt not to be involved or not to support the new model.

2) Flexibility of Committee Members:

An important vision of the Program Committee structure is that member number and expertise be flexible depending on the work at hand. The addition of Subject Matter Experts (SME) allows the placement of people with specific skills on committees. These SME's may come and go as work is completed and other priorities become evident.

Financial Considerations

The number of positions involved in the new structure is reduced from the existing structure. It is expected that the new committees and workgroups will be more focused. This should result in shorter meetings as well material that may be better suited for conference calls, webinars or specially developed workgroups.

Workgroups would only meet face to face should orientation be required. This may be a reality should personnel changeover be significant or if drastic changes are being experienced by the particular program.

Existing Structure	Proposal
Standing Committees 7	Standing Committees 1
Standing Committee members (Programs) 92	Standing Committee members (Programs) 8
Program Committees 0	Program Committees 6
Program Committee members 0	Program Committee members 40
Delivery Workgroups 0	Delivery Workgroups 5
Delivery Workgroup members 0	Delivery workgroup members 30

Timeline

The following outlines the expected timeline toward finalizing the programming component of BC Hockey governance review.

Item	Expected Delivery
Completion of the first draft	April 15, 2013
Draft to BC Hockey Executive Committee	May 4, 2013
Draft to BC Hockey membership	June 8, 2013



Draft reviewed by BC Hockey Committees	July, 2013
Final Draft presented at Semi-Annual meeting	January, 2014
Resolutions prepared	March, 2014
Changes to policy and procedure developed	March, 2014
Program Committee structure approved	June, 2014

Organizational Decisions required

a) The following BC Hockey by-laws will be affected:

- Coach Committee para: 702 – 707
- Female Development Committee para: 727 – 728
- High Performance Committee para: 741 – 746
- Hockey Development Committee para: 747 – 749
- Referee Committee para: 768 – 774
- Safety and Risk management Committee para: 775 – 779
- School Programming Committee para: 780 – 784

NOTE: Other by-laws or regulations affected by these changes may require alteration.

b) The following BC Hockey Policies will be affected:

- Section 2: Coaching
- Section 3: Referee Committee
- Section 4: Safety and Risk management
- Section 7: Female Hockey Development Program
- Section 10: High Performance Policy (Male and Female)

Communication

Executive Committee meeting, May 2013

It is recommended that this proposal be addressed at the meeting by:

1. Circulation of the document
2. An Executive summary
3. A PowerPoint presentation

The point of the exercise is the practical application of one portion of governance change to coincide with a presentation on Governance review scheduled for the meeting.

Annual General meeting, June 2013

It is recommended that the proposal be presented to the membership satisfying their desire that BC hockey move forward with governance review.

Program Committee Discussion



Once new Program Committees are established for 2013-2014 it is imperative that they play a role in examining this proposal. Once they are presented with the new design and it is explained to them they will no doubt have numerous operational and “what if” questions.

General

Everyone needs to know that they are valued. The new design does nothing to harm this. The purpose of doing the right thing with the right people must be emphasized at all available opportunities. Our people are our most valued asset. We must allow them to be involved in this potential change.

Our presentation and materials associated must be first class. If we expect to reach a new standard then we must lead.

Conclusion

Change is difficult. There are no perfect options. This proposal examines a structural shift that addresses needs identified by BC Hockey. As an example the following notes brought forward by the Review Committee examining committee structure have been addressed in the proposal.

- Program Committees should be separate from Standing Committees
- Committee members are crucial to the success of the programs. Members selected should be competency based not regional. They should have extensive background and/or experience in program.
- Program Committees should be small. Five to eight people including a staff resource
- Program Committees should be chaired by Program Branch Coordinators.
- One appointed BC Hockey Officer is required to act as an Officer Liaison at meetings.
- Committee members are to be selected by way of nomination, application and recommendation from Branch staff and committees.
- Final selection by the BC Hockey Executive Committee.

Those contributing to this proposal look forward to the insight of others as the document is reviewed, debated, and revised.