



Helping develop well-rounded youth better prepared for success in the world for over 100 years.

It starts with Scouts.

## A framework for enhanced Scouting Relationship Management

### Building Strength and Capacity for Mission Impact

Over the past few months, Scouts Canada has reviewed its business functions to ensure an integrated and optimized organizational structure that empowers us to better serve our members (Youth, Scouters and staff) and ultimately deliver on our Mission; **to help develop well-rounded youth better prepared for success in the world.**

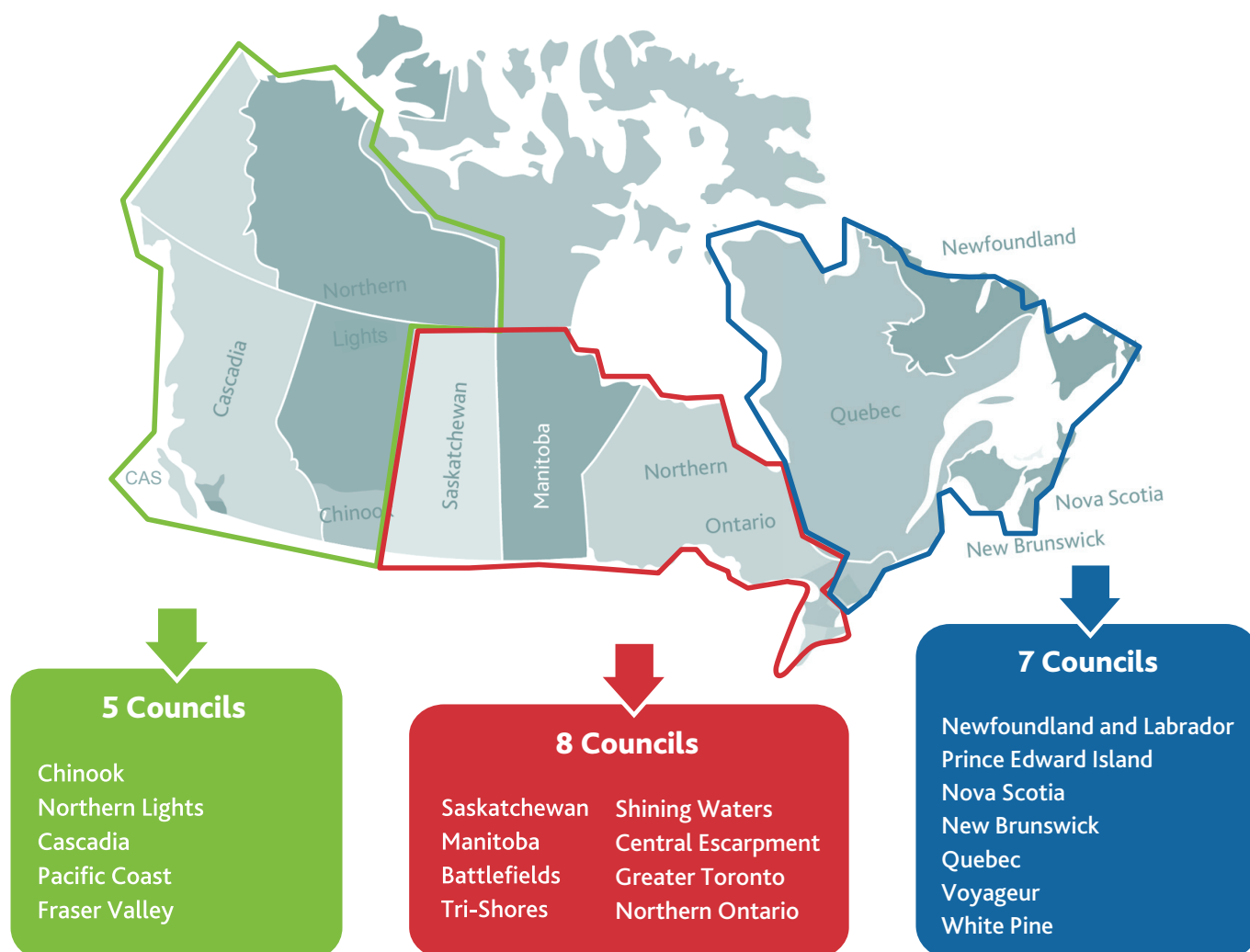
As you know, a Scouting Experience Team was formed to integrate Field Services, Program, Marketing, Revenue Development, Communications and Volunteer Services to improve alignment on key organizational priorities and Mission impact while providing enhanced volunteer engagement.

We appreciate the feedback from our key stakeholders: volunteers, staff, parents and youth; that has helped guide the creation of a member-focused Scouting Experience team. Thank you for your input indicating matters such as timely and in-person support for volunteers, a need to increase more updated approaches to volunteer engagement

and, improved career development for staff. The intention is to deliver on this feedback about the need to provide support that is more specific to the needs of groups and volunteers.

A new **Scouting Relationship Management Model** aims to address just that, while improving engagement amongst volunteers and staff, as we move forward as a united team with the Mission at the forefront. Representing all levels of our organization—Youth, Volunteer & Staff—the Council Key 3 model will continue to guide the way forward in providing a vibrant Scouting program accessible to all youth.

This optimized model will provide direct support to Council Key 3's and the membership by streamlining functions through three regions—Eastern, Central and Western Canada—including introducing three Regional Directors who will provide coaching support and leadership for their respective regions and Council Key 3s.





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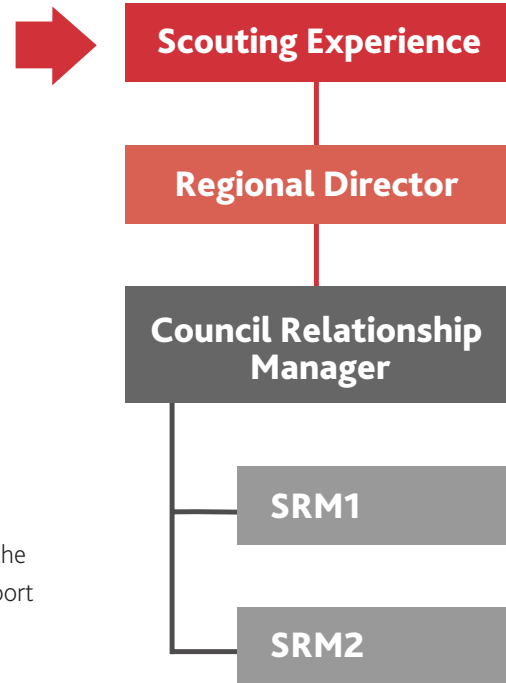
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In addition to Regional Directors, one dedicated employee per Council will act as the staff representative on the Council Key 3. Council Relationship Managers (formerly CEDs) and Scouting Relationship Managers (formerly ASMs) will work on Mission impact projects across regions and the country-engaging volunteers, youth and parents.

The result will be a structure where Councils receive dedicated support and coaching through a connected network designed to enhance information sharing, integrated strategic planning, and coaching; providing Councils increased levels of support.

#### **A Scouting Relationship Management Model that enables all Groups to receive tailored support they need**

We continue to have ambitious goals, despite much effort, we have not made the progress we planned. We have reviewed our business model and volunteer support structure. Now plans are underway to create more alignment and integration points to ensure we deliver on our Mission. As we move forward, the role of **Area Support Manager** will evolve to that of the **Scouting Relationship Management** Model and we will continue to focus on the 5 priorities; Safety Leadership, Program Quality, Membership, Volunteer Support, Group Capacity. The **Scouting Relationship Manager** position will be more “customer-centric” with the intent to deliver solutions that have more emphasis on collaboration.



### **Mission Impact as One Scouts Canada**

Our goal is clear to support Council Key 3s and Groups to deliver on our Mission of Scouts Canada—to develop well-rounded youth better prepared for success in the world. Through a connected network of staff and volunteers and an updated support model, we are in the best position to provide **a vibrant Scouting program for all youth**.

As one team driven by a “member-focused” and “Mission impacting” structure we can bring our vision of **youth making meaningful contributions to creating a better world** to life.



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## Frequently Asked Questions

### 1. Why is Scouts Canada moving to a Scouting Relationship Management Model?

Through our key stakeholders—youth, volunteers, staff and parents—we received input speaking to a desire for timely, differentiated support that is tailored to the needs of Groups—with a focus on enhanced coaching, mentoring and feedback. This new structure enables us to do just that through one connected Scouts Canada network with a Mission focused model that allows us to provide the support that Groups need to succeed.

### 2. What is changing?

Councils will be organized into three regions—Western, Eastern and Central—with a Regional Director assigned to each. Each Council will have one dedicated staff member, as opposed to a Council Executive Director who sat on multiple Councils; either a Council Relationship Manager (formerly Council Executive Director) or a Scouter Relationship Manager (formerly Area Service Manager) depending on Council member size, scope and complexity. Additionally, the **Scouter Relationship Management Model** will be implemented to better support Groups.

### 3. What impact will this change have on Council Resources?

The direct impact to Councils will be minimal. With one dedicated staff member per Council Key 3, more resources will be provided to ensure Mission impact.

### 4. Will Council Relationship Managers (CRMs) and Scouter Relationship Managers (SRMs) support more than one Council?

It is expected that a few CRM's may support more than one Council. However, the general model is that all Councils will be provided with one CRM or SRM as part of the Council Key 3.

### 5. What is the role of the Scouter Relationship Manager?

With a membership-focused approach, Scouter Relationship Managers will work with Groups to deliver the new model acting as coaches in support of growth and delivery of the 5 priorities.

### 6. What impact will the Scouting Relationship Management Model have on Group support?

The relationship model will allow us to provide tailored support to Groups specific to their needs for success. Although we recognize some Groups may receive more services than others, the **Scouting Relationship Management Model** will ensure all Groups receive the support they require to be successful—to deliver the Mission of Scouts Canada.

### 7. How will Scouting Relationship Management Model be assigned to Groups?

An analysis through multiple lenses (current membership, potential membership, Group health, volunteer engagement) will be applied to ensure appropriate resources are allocated to all Groups.

### 8. When will the Scouting Relationship Management Model come into effect?

Regional Directors will be working closely with CRMs, SRMs and CK3s to phase in the Scouting Relationship Management Model. We expect to refine the model and provide more self-serve resources over the next 1–2 years.

### 9. Will Areas still have a staff member in the Area Key 3?

Scouter Relationship Managers will act as a staff representative in the Area with a clearly defined portfolio and service level for Group support.