British Columbia Soccer Association

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Information Bulletin

Bulletin #	IB_2022-23
Date	June 3, 2022
To	Full Members, associate members and affiliate clubs
CC	BC Soccer Board of Directors and Staff
From	Jason Elligott, Executive Director
Subject	Operational Efficiency Review - Executive Summary

BC Soccer's 2024 Strategic Plan is helping to guide not only soccer but improve the association in its desire to strengthen business operations and strive for governance excellence (Goal #3).

In Spring 2021, BC Soccer commissioned Toa Consulting to conduct an independent Operational Efficiency Review of the BC Soccer Board of Director and staffing model and make recommendations on efficiencies and a future Board of Director Governance model.

The work focused on a comprehensive, effectiveness review of BC Soccer's current operating structures, including board, committees, and staff focusing on roles and responsibilities while continuing to meet membership needs.

The review objectives included:

- A broad survey of the BC Soccer Board, staff, members and affiliated clubs to gather insight, information and perspective
- One-on-one interviews and group sessions with BC Soccer staff and Board of Directors
- Benchmarking against similar sized non-profit amateur sport organizations in BC and Canada to help identify best-in-class sport operating structures
- Reviewing academic information for best practices that lead to effective sport operating structures

Jacquelyn Novak, Managing Director from Toa Consulting was impressed by the overarching vision of the association, "The BC Soccer vision is ambitious. This project allowed us to engage with people from both inside and outside the organization, reasserting that there is a very dedicated and capable team supporting the progressive direction of BC Soccer. BC Soccer has a long history and, overall, is a highly-respected association with an engaged membership and participant base. Given its position as the largest of the provincial sport organizations in BC, BC Soccer is pushing the boundaries of what it means to be a provincial governing body, ideally setting the tone for other soccer organizations across Canada. It was a pleasure engaging with its members, Board, committees and staff."

Thank you to the members and affiliated clubs that supported this work via the surveys to help shape the outcomes.

It is BC Soccer's ongoing desire to improve the systems and structures by working with our members and affiliated clubs. In order to do this, we feel open and transparent communication and sharing of information are essential. Therefore, we are pleased to share with you the 16 page Operational Effectiveness Review and Executive Summary, which includes the 54 recommendations from Toa Consulting to BC Soccer. Some of the recommendations are in the domain of the board for decision-making, while others are more operational and thus with staff. In both instances, BC Soccer is currently working through the recommendations and developing responsible implementation plans for the recommendations partially or fully approved.

-End-

BC SOCCER

Operational Effectiveness Review

EXECUTIVE SUMMARY

TOACONSULTING

Version 2.0.0
Last Updated: 2022-04-01

Acknowledgements

Background / Context

In August 2021, BC Soccer embarked on a journey to explore their own operational effectiveness, demonstrating their commitment to Goal #3 "Strengthen Business Operations & Strive for Governance Excellence" of the BC Soccer 2024 Strategic Plan.

The Operational Effectiveness Review was divided into six (6) distinct streams of activity, in addition to project planning, kick off, and ongoing project management. One additional stream of analysis was added as an extension of the industry benchmarking, which was a review of BC Soccer's governance relative to the Canadian Sport Governance Code.

Defining "Operational Effectiveness"

Building off numerous academic theories and schools of thought on the topic of operational effectiveness, the question *"How can the parts of an organization work together to better create value and achieve its vision?*" in the context of BC Soccer became:

"How can the different parts of BC Soccer's operating model work together to better create value for its active and associate members, affiliated clubs, coaches, officials and the broader soccer community in BC and achieve its vision outlined in BC Soccer's 2024 Strategic Plan?".

To assess operational effectiveness, the Toa Consulting team looked at BC Soccer through seven different layers of their operating model. Layer 5 (Individual Knowledge, Skills and Capabilities) and Layer 7 (Technology, Tools, and Systems) are outside of the scope of this project.

Some of the key questions explored throughout the Operational Effectiveness Review included:

- What is BC Soccer's 2024 Strategic Plan and how it is interpreted and implemented by staff?
- What activities is BC Soccer taking on? Which should they stop taking on?
- How are BC Soccer's governance mechanisms interacting together (e.g., Board, committees, etc.) interacting with one another? Are they adding to operational effectiveness or detracting from it?
- How are decisions made BC Soccer?
- How does communication flow within BC Soccer?
- Where are the pain points in operations related to processes and procedures?
- Where are the bottlenecks, redundancies, or areas of confusion in processes and procedures?

Key Findings

Leading into this review, it was observed that BC Soccer had done a lot of work to develop the 2024 Strategic Plan. Layer #1 of Operational Effectiveness (Vision, Mission, Strategy, and Objectives) was felt to be in a strong starting place. A strategy and strategic plan, however, is only as strong as its implementation. Anything short of strong implementation, particularly with the amount of change that BC Soccer is proposing and has already started to implement, would result in operational inefficiencies and ineffective operations where changes had not yet started or were in mid-implementation.

When reviewing the totality of findings across six (6) unique analyses, one would observe that operational effectiveness at BC Soccer is not by their staffing model or processes or any single component of their operations alone. In fact, the findings from this review clearly highlight strengths and opportunities for improvement across all seven layers of the BC Soccer operating model. The most notable themes were 1) lack of alignment in purpose and priorities (despite the strength of the 2024 Strategic Plan), 2) lack of understanding from members and clubs about what BC Soccer actually does, 3) implementing the 2024 Strategic Plan without the satisfactory organizational capacity or capabilities, 4) empowering staff to make continual process improvements, and 5) setting the tone for "what good looks like" commencing with the Board.

Analysis 1: BC Soccer Alignment with Canadian Sport Governance Code

The team took an in-depth look BC Soccer's current state relative to their alignment with the requirements and recommendations within the Canadian Sport Governance Code. Of the nine (9) areas for evaluation, BC Soccer passed only one:

Canadian Sport Governance Code	Rating	Sample of the Key Observations (Please see full report for more details)
Meets All Requirements	Meets Some Requirements	Insufficient Requirements
Board Diversity		• No prescribed diversity in the BC Soccer Constitution • Gender diversity on the Board is 3 Women : 11 Men • Poor geographic representation across the Board of Directors • Little to no athlete representation on the Board of Directors
Board Independence		• No term limits for Board Members • No independent "i.e., non-soccer" members of the Board • By-laws state that the Board Chair (President) is also the CEO • Risk of key skill sets "exiting the Board" without succession plan
Board Structure		• 14 Directors at-present (BC Society's Act recommends 3-11 and the Canadian Olympic Committee recommends 7-11) • No elected director as Secretary • Board Chair elected by Members and not by the Directors
Committees		• Term length of only one year is too short • Committee members selected by Committee Chair and the Chair is selected by the President, therefore closed access to Committees • No open "call for nominations"
Board – CEO Relationship		• No separation between board and CEO (per Constitution) • Roles and responsibilities of Board not well delineated

		• Executive Director should be the CEO
Transparency		• Nomination process for joining a committee is a closed process (and therefore not an open call for nominations)
Strategy and Policy		• Roles and responsibilities of Board not well delineated • Unclear succession plan for the CEO
Board Function – Oversight		• Standing Committee – Governance and Membership • Annual Board review process currently not formally executed • Financial statements are reviewed at Board meeting
Board Function – Risk Management		• Standing Committee – Risk Management • Board responsible for risk management and mitigation of risk

Key Insight #1: Setting the Tone Starts at the Top. It is our conclusion that a concerted effort is needed to update the BC Soccer Constitution and By-Laws, Board and Committee Structures, Roles and Responsibilities. Clarity at the Board level will set the tone for committees and staff. Clarifying processes and "rules of engagement" (e.g., when is it the role of the Board vs. committee vs. staff) will create a greater level of transparency and trust, which will positively influence operations within BC Soccer. Lack of transparency and trust causes individuals to doubt, ask questions, hesitate in making decisions, and cause bottlenecks in process.

Analysis 2: Review of Current Operating Structures

The team developed a functional model, membership structure and organization chart for BC Soccer as part of the review. Through discussions with the Steering Working Group and the Board / Staff Survey, the team was able to ascertain the following about each of BC Soccer's operating structures.

Activities in the functional model are grouped into functions, allowing an organization to look at the bigger picture about what they do as an organization and where they invest their human resources. We also captured the perceived level of priority and focus that BC Soccer places on each of these functions.

Soccer Development	Marketing & Communications	Member Services	Finance & Operations
H Athlete Development	H Member Communications	H Governance	H Finance
H Coach Development	M Podcast Development	H Safe Sport	H Accounting
H Referee Development	M Social Media Marketing	H Competitions	H Human Resources
H Referee Management	L Athlete Promotion	H Member Relations	H Payroll
M Competition Pathway	L Event Marketing	H Club Licensing	H Legal / Regulatory
M Team BC	L Sport Promotion	H Club Development	H Risk Management
L Parent Education	L Brand Management	H Criminal Record Checks	H Procurement
L Volunteer Development	L Commercial Strategy	M Member Compliance	H Government Relations
- School Programs	L Sponsorship	M Insurance	H Board Servicing
	O Rights Management	M Grants	H Information Technology
		M Awards and Recognition	M Contract Management
		- Member Retention	

H High M Medium L Low O Outsourced - N/A

Key Insight #2: Operating model not fully aligned to the BC Soccer 2024 Strategic Plan > Priorities identified in the BC Soccer 2024 Strategic Plan demand an evolution and re-alignment of Board, Committees and staff, including roles, responsibilities, focus areas, and ways of working. Without realignment, Board, Committees, and staff will be working at cross purposes – cross purposes amongst themselves, and cross purposes with business operations and processes – all leading to operational ineffectiveness.

Key Insight #3: Increasing governance, ethics and regulatory demands putting strain on organizational capacity. As SafeSport continues to advance in Canadian sport, good governance practices, responses to social justice issues like equity in sport, and truth and reconciliation in sport, to name a few, add implementation, monitoring and evaluation requirements, and thus requiring greater staff capacity. BC Soccer's current support model for coaches and referees will not be able to support the demands anticipated from the BC Soccer 2024 Strategic Plan.

Key Insight #4: Next steps in the 2024 Strategic Plan need to be understood by all. Following the development of a new strategic plan, many organizations fail to do the next steps around "Where will we play? And where will we not play?", "How will we win?", "What capabilities must be in place?", and "What systems are required?". Without the answers to those questions, an organization can struggle to move forward as Board, Committees and staff have no clarity on next steps.

Analysis 3: Board / Staff Survey

Fourteen Board members and 14 staff members responded to 46 questions in the Board / Staff Survey about operational effectiveness (100% response rate). In analyzing the survey results, a few key observations and insights were made:

Key Insight #5: There is a disconnect between who the Board versus staff believe BC Soccer should serve. Board and staff were asked to rank, in order of priority, who the most important groups to serve were in the BC Soccer community. Players as #1 for staff and #2 for the Board is consistent. Thereafter, however, the responses are disparate. Coaches and clubs, ranked #2 and #3 for staff, but only showed up as #4 or #6 priority for the Board. Similarly, Adult Leagues ranked #3 for the Board, but #6 for staff. This could indicate a misalignment in priorities, which can lead to confusion, member dissatisfaction, and operational inefficiencies.

Board	Rank	Staff
Youth districts	1	Players
Players	2	Coaches
Adult leagues	3	Clubs
Coaches	4	Youth districts
Referees / Officials	5	Referees / Officials
Clubs	6	Adult leagues
Canada Soccer	7	Associate members
Associate members	8	Canada Soccer
Other PSOs	9	Other PSOs

Key Insight #6: The Board and staff agree unanimously on only 5 of 19 "core" roles that BC Soccer should play in the community. The survey asked which roles BC Soccer plays and how important they are for BC Soccer to take on. Board and staff agree to i) Lead the sport within the province; ii) Develop the sport within the province, iii) Set standards for quality control (e.g., coach training, safety, competition, etc.), iv) Liaise with Canada Soccer, and v) Deliver Canada Soccer programs. Aside from those roles, the opinions are divergent. In every instance where a high-performance pathway was discussed, for example, the Board highlighted it as "important", while staff were not so convinced.

This is another indicator that there are misaligned priorities and a misaligned understanding about "who do we serve?" and "what role do we want to play for the BC soccer community?".

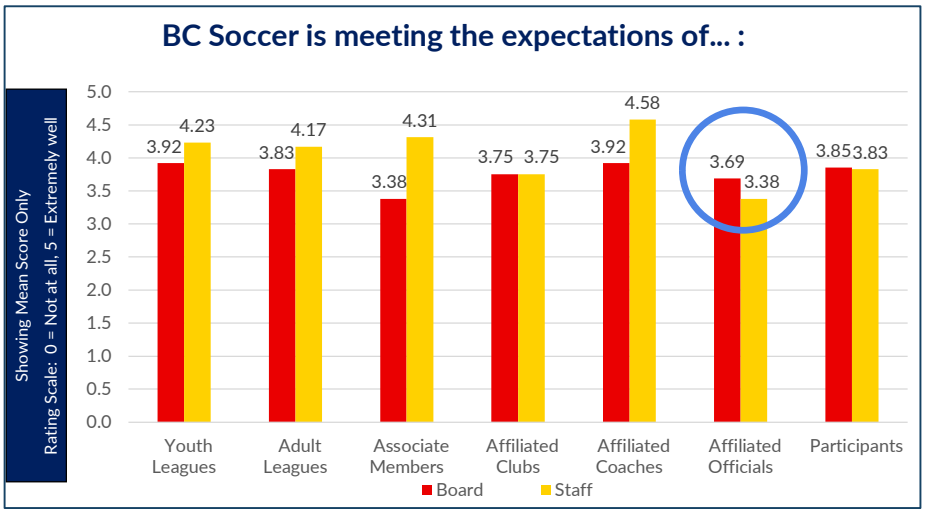
Key Insight #7: Staff capacity pushed due to external stakeholder demands. BC Soccer Board and staff eluded regularly needing more focus – more focus in terms of what people do day-to-day, but also more focus on the right things. External stakeholders are putting more demands on BC Soccer, causing some staff to feel stretched. Add SafeSport, new technology platforms, initiatives with equity-deserving groups, and other special projects and staff no longer feel capable of delivering their work well.

> *"The expectations of the adult leagues exceed what we can deliver."*
> - BC Soccer staff member

Key Insight #8: Marketing and communications is under-resourced to meet demands. Throughout the survey, marketing and communications came up again and again. Promoting the sport, promoting regional competitions, and establishing a communication strategy for the whole Province. In addition, improving website functionality and online user experience or developing more automated tools / apps, etc. to support BC Soccer service delivery is a recommended improvement for future.

Key Insight #9: Board and staff agree that BC Soccer is not meeting the expectations of affiliated officials. It is not surprising with the dissolution of the Referee Committee and the recent turnover in staff related to referee development and scheduling that both the Board and staff feel, that of all groups to serve, affiliated officials' needs are met the most poorly. Nearly 46% of the Board and staff also cited "Referee Development" as not at all or somewhat effective as a key operational area within BC Soccer.

Key Insight #10: Staff need to be empowered to make decisions. BC Soccer staff highlighted numerous times that they need to be empowered to make decisions. Disempowerment often means "I need to get permission to make that decision". Research has shown that operational effectiveness can increase by empowering staff by pushing the decision making as close to the audiences impacted by the decision as possible.



Key Insight #11: Conflicting role titles cause confusion. When reviewing the BC Soccer titles at the Board of Directors level and those of the BC Soccer staff, there are a few titles that could be confusing for Board, Committees, staff or the soccer community at large. This type of role confusion can exponentially multiply the number of communication delays, duplicate effort, etc. from the general community, but also create confusion around who is responsible for what. Confusion around these titles can blur the lines between governance and operations very quickly.

Examples of role titles that cause noted confusion are:

Vice President Finance vs. Director of Finance

Chief Executive Officer vs. President vs. Executive Director

Director of Operations vs. Director of Member Services

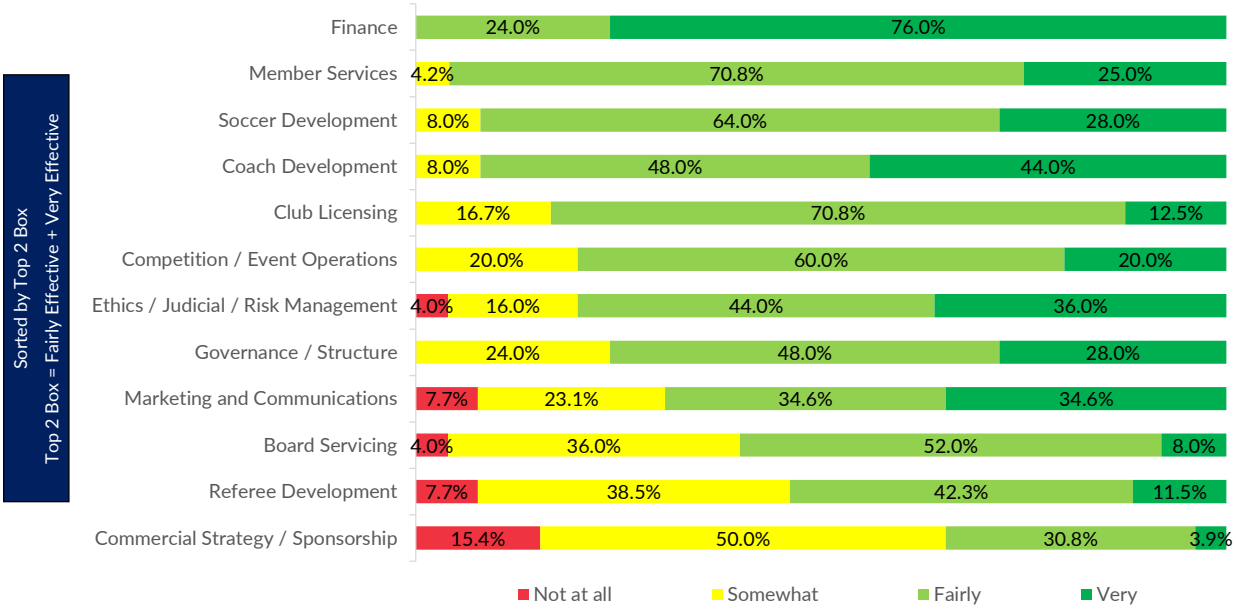
Director of Operations vs. Director of Finance & Administration

Independent Judicial Chair vs. Judicial Case Manager

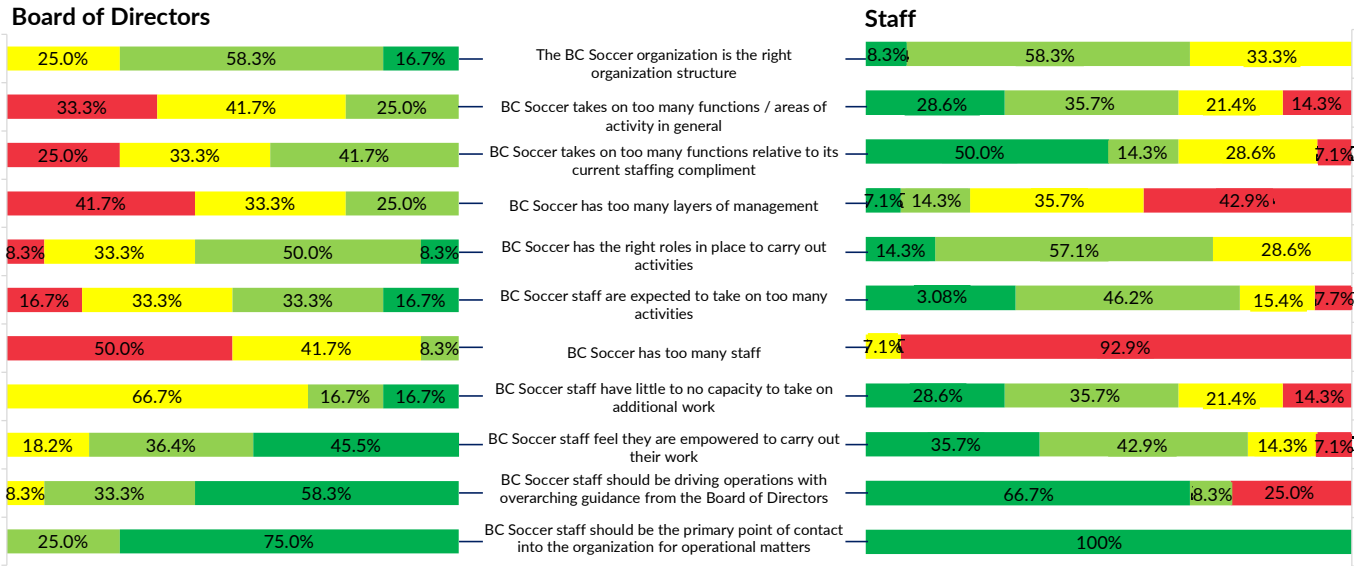
Key Insight #12: Confusion about who to contact is adding to Board and staff workload. Board and staff alike highlighted that if a member of the soccer community does not know who to reach out to, that it is possible they will reach out to multiple people and ultimately cause three or four people to simultaneously duplicate effort to assist.

As part of the analysis, Board and staff were asked to rate the effectiveness of different functional areas of BC Soccer's operations.

Key Insight #13: Finance is viewed as the most operationally effective function within BC Soccer.



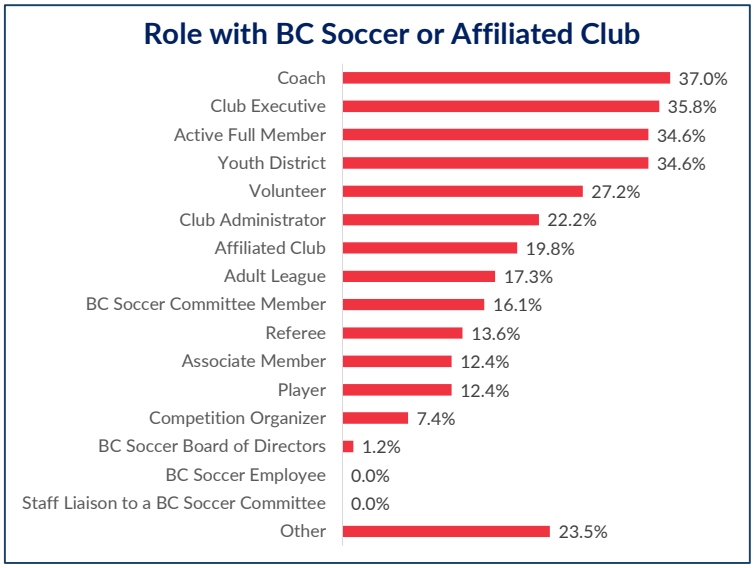
Key Insight #14: Board Servicing is a perceived source of operational inefficiency. Board Servicing ranked highest for staff on "waste of $ and waste of time" but was also very high on the list for both Board and staff, with 25% of the Board of Directors and 52% of staff stating that it was not at all or somewhat effective as an operational area of BC Soccer. Viewing an operational area as a waste of time and $, while also being deemed "somewhat ineffective" despite the time and $ is a notable area of operational ineffectiveness.



Analysis 4: Club / Member / Committee Survey

The Club / Member / Committee survey was a 46-question survey conducted to gain a better understanding about internal operations and processes, staffing model, membership structure, Board and Committee structures, ways of working with members, affiliated, clubs, coaches, referees, participants, general public, etc. All these elements factor into operational effectiveness at BC Soccer.

The survey was sent to a total of 450 BC Soccer active members, associate members, affiliated clubs and committee members. Of the 450 surveys, 281 were opened and 69 in total were either partially or fully completed. While this data is not a large enough response rate to be representative, there were some important findings and relevant trends, supported further by anecdotal evidence to draw from.



Of the 69 surveys completed, the average number of years involved with the BC Soccer community was 19.5. Most respondents take on multiple roles in the community and provide multi-dimensional perspective to the questions asked.

Key Insight #15: Members, clubs and committees identified three of the top five most important roles as those that also require the most improvement. Almost half of survey respondents felt that support for the development of soccer clubs, setting standards for quality control, and referee / officials training were three of the most important roles for BC Soccer to take on, but also those that needed the most improvement.

> "There is a role for BC Soccer, but I also believe that they need to define it and focus it. The role is presently unclear, so is their vision for what they want to be as a PSO."
> *- BC Soccer member*

Key Insight #16: Poor communication and lack of transparency about roles within BC Soccer and how BC Soccer operates has led to confusion, missed expectations and operational inefficiency. Survey respondents highlighted lack of communication, lack of transparency, timeliness of communication, and alignment of messaging (particularly about BC Soccer's role) are key reasons for confusion, frustration and inefficiencies between BC Soccer and the community they serve. Some respondents got as specific as reflecting on the website content and how difficult it is to find the right person to speak to based on the information provided.

Key Insight #17: There is a stated desire for BC Soccer to support more club development (e.g., capacity building and professionalization at the club level). Member, club and committee survey respondents highlighted that the development of tools, templates, and knowledge sharing relative to club operations (e.g., HR practices) would be extremely beneficial to members and clubs.

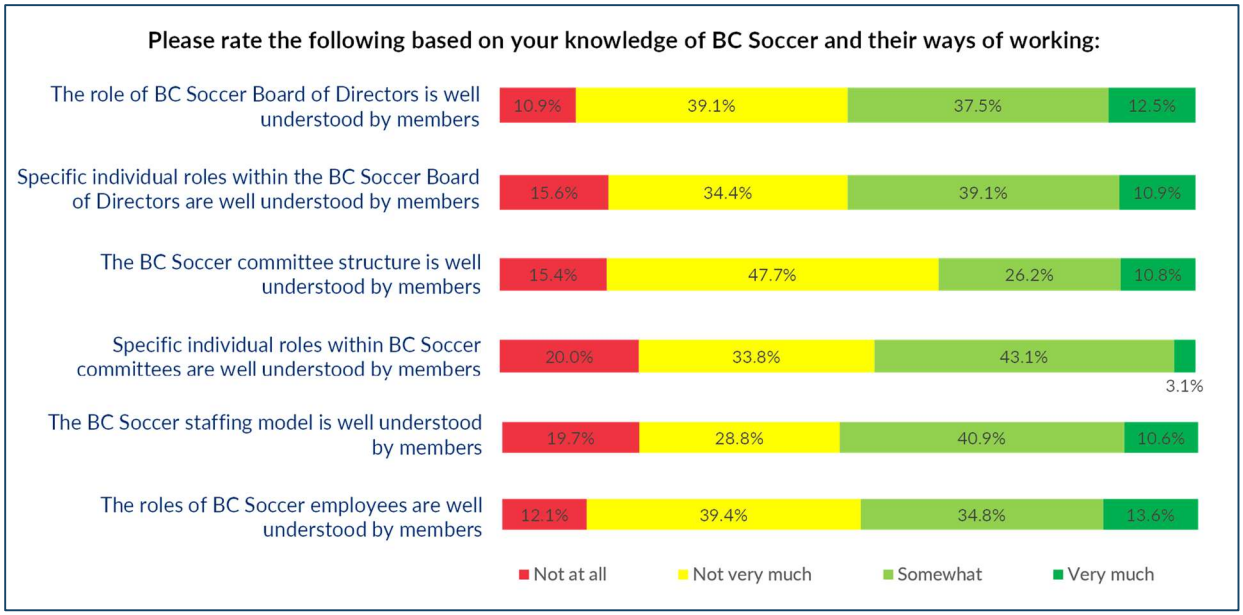
Key Insight #18: It is perceived that BC Soccer has lost their connection to grassroots at the very base level. Representation continues to be an ongoing concern for BC Soccer, as members, clubs, and committees continue to mention the lack of presence, representation, promotion, and programming at the very grassroots level in smaller communities. BC Soccer structure has been so built up around the districts and large clubs, that the smaller communities where the sport could have the most impact are being overlooked. This observation is likely felt because of the Board structure (e.g., elected only), committee structure with closed appointments, and staff focus and attention being pulled by "the larger clubs with louder voices at the table".

> "BC Soccer staff are out of touch with what goes on at the grassroots level where it all begins. Less high performance, more soccer development."
> *- BC Soccer member*

Key Insight #19: Systemic inequities are creating two tiers of service delivery. Whether related to gender balance among the Board of Directors to geographic representation outside of the Lower Mainland, to promotion of the sport in smaller communities, or capacity building with smaller clubs, members, clubs and committees are expressing the need for equity again and again. From an operational effectiveness perspective, bumping up against these systemic barriers again and again can cause a lag in process, frustration due to a lack of understanding, or the need to over-expend energy to feel heard (and or able to make decisions that are equitable). The continues to reinforce the need for enhanced service delivery that is accessible to the entire BC Soccer community equally.

Key Insight #20: Role confusion exists at every level of BC Soccer's organization. Survey respondents highlighted ardently that roles at the Board, committee and staff levels were not understood. In fact, at every level of the organization, ~50% of survey respondents do not understand (not at all or not very much) the roles – collective or individual. A lack of understanding of roles leads to significant operational

effectiveness, as key points of contacts, first point of communication, and delegation of duties between Board, committees and staff are misunderstood or unknown completely.



Key Insight #21: Committees are viewed as "exclusive", with nominations based on favouritism over actual expertise in the domain. Lack of transparency in the committee nominations process (and known practice of it not being an open call to nominations) has led the community to question the relevancy and credibility of the committees overall. Lack of transparency also seeds creates distrust, which further emphasizes the need for communication across the province.

Key Insight #22: A breakdown in committee member recruitment and nomination is hindering recruitment for Board candidates. Given the nomination process for committees is a closed process (i.e., not an open call for nominations), there is a smaller candidate pool for committee members, which ultimately leads to a decline in the candidate pool for the Board of Directors.

Key Insight #23: Committees are viewed as operational by 50% of survey respondents. Half of survey respondents felt that committees are strategic and advisory, while the other half felt they were purely operational. There is a sense that the role of committees and their decision-making ability needs to be further clarified.

> *"There were moments during my time with the committee that it seemed unclear to me if our committee has been asked for input / advice, approval of decisions, or support to implement action items."*
>
> - BC Soccer committee member

Key Insight #24: Committees term lengths are too short. Committee term length is currently one year. Once committees are formed, it takes some time to ramp up and achieve some level of productivity. Knowledge loss and "restarting" annually is operationally very ineffective.

Key Insight #25: Some committees don't have terms of reference for what the committees are. Since terms of reference have not been available, the role of some committees has evolved over time from operational to strategic to advisory to participatory (listening only). Some committees have also been dissolved or combined with other committees without much explanation or justification to those committee members, which is creating some confusion about BC Soccer's vision for committees.

Key Insight #26: Committees meet too infrequently to be effective and add value. Respondents believe that committees meet too infrequently, which led to over-packed agendas. Some committee members believe that they never get to a productive conversation to move issues forward, as such they are not in a position to provide insight or thoughts to staff or Board on strategic topics.

Key Insight #27: BCSPL Committee is too large to be effective. Respondents commented that the committee was too large and that the Chair struggled to manage the group to lead them to productive discussions.

Key Insight #28: Forum for each specific BC Soccer community group (e.g., coaches, referees, club administrators) has been dissolved and negating their voice. Survey respondents highlighted that committees for coaches, officiating, etc. have been amalgamated into one committee, which is perceived as not only ineffective, but diminishing the voice (and perceived value of input) from particular community groups. Essentially, it is viewed that there is no longer a forum for productive conversation and exchange specific to groups like coaches or referees.

Key Insight #29: Opportunities for two-way communication seem scarce. The Club / Member / Community survey highlighted that there are few direct points of contact, lag time in responsiveness from staff, poor two-way communication, and no particular liaison or specific representative by member category or region.

> "Communication from BC Soccer is reactive and one directional. There is no opportunity to connect with a liaison for two-way communication and dialogue."
> *- BC Soccer member*

Analysis 5: Industry Benchmarking

To gain insight into the governance practices of sport organizations provincially, nationally, and internationally, Toa Consulting conducted both primary and secondary research to gain insights into 17 comparator organizations selected collectively by the Toa Consulting team and BC Soccer. A "governance snapshot" was created to help assess pros and cons, highlight alternate ways of operating, and identify "best in class" operating structures with the goal to analyze, ideate, and realize operational improvements and efficiencies.

Data points captured in the governance snapshots include:

- # of Board of Directors (or equivalent) positions
- # of staff roles or departments
- Judicial structures (internal or independent)
- Committee types and their respective compositions
- Membership structure
- Characteristics of the Board and committees (e.g., term length and composition)
- Governance diagram

Comparator Organizations		
• FIFA • UEFA • Soccer Québec • Ontario Soccer • German Football Association • Royal Belgian Football Association	• Tennis BC • Hockey Canada • Hockey BC • Rugby Canada • Rugby BC	• Baseball Canada • Baseball BC • Softball BC • Ringette BC • Field Hockey BC

Key Insight #30: 60:40 gender equity split among Board members is industry best practice. The Canadian Sport Governance code outlines in its framework that no more than 60% of Directors should be the same gender. Currently, Soccer Quebec, BC Hockey, Ringette BC, and Rugby Canada are adhering to this good governance practice. It is imperative that BC Soccer follow suit to be a leader in best practices.

Key Insight #31: President, Vice President, Secretary and Treasurer are Board titles commonly found among comparator organizations in the sport industry. For many sport organizations, there are three to four roles that are mandated by governing law or governance code in the local sport industry. All industry comparator organizations had those roles, whereas BC Soccer is missing some of these roles or they are represented differently (e.g., VP, Finance vs. Treasurer).

Key Insight #32: Advisory and working groups are being under-leveraged at BC Soccer. Many international, national and provincial sport organizations use committees, advisory groups, working groups / task forces to bring representation, knowledge and expertise to their organizations. Important topics like SafeSport, concussion protocols, COVID policy and how it is applied legally to Board, staff, coaches and volunteers, for example, are all managed through these different types of group structures.

Recommendations

Based on the analysis from i) BC Soccer's alignment with the Canadian Sport Governance Code, ii) review of current operating structures, iii) Board / staff survey, iv) club / member / committee survey, and v) industry benchmarking, a series of recommendations has been proposed around the following topics:

- Cascade of Strategic Choices
- Clarity of Purpose
- Canadian Sport Governance Code
- Board of Directors
- Committees
- Organization Design
- Roles and Responsibilities
- Equity, Diversity, Inclusion and Accessibility
- Capacity for Strategic Initiatives
- Communication Strategy to Members

Category	#	Key Operational Effectiveness Review Recommendations
Canadian Sport Governance Code	1	Conduct a more thorough review of BC Soccer's current status relative to the Canadian Sport Governance Code, in collaboration with the Board of Directors and the Governance Committee.
Canadian Sport Governance Code	2	Create a roadmap to align with the Canadian Sport Governance Code and work towards a target implementation date of December 2023.
Canadian Sport Governance Code	3	Update BC Soccer By-Laws and Constitution.
Canadian Sport Governance Code	4	Build on the Diversity, Equity, and Inclusion Plan to improve gender balance at the Board level (ideally 60 : 40).
Board of Directors	5	Adopt the Contingent Board type and define what the parameters are for Steering vs. Coaching vs. Supervising vs. Auditing.
Board of Directors	6	Decrease the number of Board members by three to five directors.

Category	#	Key Operational Effectiveness Review Recommendations
Board of Directors	7	Change Board titles to President, Vice President, Secretary and Treasurer. All others would be Directors-at-Large.
Board of Directors	8	Consider "reserved roles" on the Board that cannot be filled through election, but through an "open call for nominations". This enables BC Soccer to guarantee competency and representation, as required.
Board of Directors	9	Change the process for appointment of the President from an elected process to a process where they are nominated by their Board peers.
Board of Directors	10	Create job descriptions for the Board of Directors, inclusive of particular positions and Directors-at-Large.
Board of Directors	11	Review the definition of "independence" relative to Board members.
Board of Directors	12	Cap Board term limits at 3 x three-year terms.
Board of Directors	13	Create a Board Succession Plan that acknowledges a phase of the 3 x three-year terms to minimize multiple Directors offboarding or onboarding all in the same year.
Board of Directors	14	Review Board attraction, recruitment, and onboarding materials.
Committees	15	Combine Risk Management Committee with Finance & Audit or Governance (based on Board preference).
Committees	16	Increase the committee term to three years.
Committees	17	Consider the creation of advisory groups, working groups or task forces for strategic topics (e.g., SafeSport) for fixed time periods (e.g., 1-2 years).
Committees	18	Explore what "two-way communication" forums for coaches, officials and clubs would look like.
Committees	19	Define a nomination process for committees that involves an "open call for nominations" and Province-wide promotion of the opportunity to get involved.
Committees	20	Refresh terms of reference and mandates for all committees.
Roles and Responsibilities	21	Create Board, Staff, and Committee role clarification through a detailed RACI Assessment by function.
Roles and Responsibilities	22	Clarify the roles of each level of organization and communicate those roles to the BC Soccer community.
Organization Design	23	Change title of Executive Director to Chief Executive Officer.
Organization Design	24	Change title of Director of Operations to become Director of Member Services and Competitions, with the goal of distinguishing "Soccer Operations" from "Business Operations".
Organization Design	25	Move BCSPL from Soccer Development to Member Services and Competitions to allow Soccer Development to focus on player, coach and officials' pathways.

Category	#	Key Operational Effectiveness Review Recommendations
Organization Design	26	Change title and scope of responsibilities of the Director of Finance to become the Director of Finance and Administration.
Organization Design	27	Combine internal "back office" functions (e.g., IT, HR, Risk Management, Finance, etc.) into the portfolio of Finance and Administration.
Organization Design	28	Add an Administrative Coordinator to Finance and Administration to support all other back office functions.
Organization Design	29	Change title from Marketing and Communications Officer to Marketing and Communications Manager.
Organization Design	30	Embed Marketing and Communications within Member Services and Competitions.
Organization Design	31	Build out marketing and communications capacity by building out the roles of Marketing and PR Coordinator and Content Developer.
Organization Design	32	Increase capacity of Soccer Development team to support coach and referee development in light of SafeSport and increasing rules, regulations and requirements.
Organization Design	33	Consider assigning "member service leads" by region from within the existing staff structure.
Organization Design	34	Build out a strategic initiatives function as a new department with direct reporting lines to the Chief Executive Officer. This function needs to have competency in project management (Waterfall and Agile), change management and organizational change readiness, organizational development, stakeholder engagement, culture change…
Organization Capacity and Capability	35	Create the role of Manager of Strategic Initiatives to lead the department, with oversight on the strategic planning process, service delivery models and design, journey mapping, and board servicing.
Organization Capacity and Capability	36	Create the role of Strategic Initiatives Coordinator.
Organization Capacity and Capability	37	Invest in Board servicing and reporting software.
Organization Capacity and Capability	38	Hire a Member Services Coordinator with knowledge of service design, innovation, process automation and technology.
Organization Capacity and Capability	39	Develop staff capabilities around change management, to equip them for the coming months of transition.
Organization Capacity and Capability	40	Develop staff capabilities around user-centred design and innovation with the goal of conducting journey mapping exercises with the BC Soccer community to better understand how to deliver services to BC Soccer target audiences.

Category	#	Key Operational Effectiveness Review Recommendations
Organization Capacity and Capability	41	Conduct a "Cascade of Strategic Choices" workshop to articulate capability requirements, process changes for staff, and enabling technology for the refreshed BC Soccer 2024 Strategic Plan.
Equity, Diversity, Inclusion and Accessibility	42	Review the DEI Action Plan through the lens of this operational efficiency review and add any additionally required action items.
Equity, Diversity, Inclusion and Accessibility	43	Create Regional Taskforces to explore regional needs and come back to the Board, Committees and staff with recommendations.
Equity, Diversity, Inclusion and Accessibility	44	Create forums specifically for officials, coaches, female advancement in soccer, etc. to allow members to voice their concerns, discuss development needs, and / or identify strategic initiatives and development opportunities across the BC Soccer system.
Equity, Diversity, Inclusion and Accessibility	45	Create opportunities for coach and referee representation on the Board of Directors (mentioned in previous recommendation to hold "Call for Nominations" instead of open elections for every role).
Equity, Diversity, Inclusion and Accessibility	46	Strengthen marketing and communications with a focus on EDIA, culture change through "how BC Soccer shows up" and developing key messaging in education and training.
Equity, Diversity, Inclusion and Accessibility	47	Communicate and implement the Diversity, Equity Inclusion Action Plan from the top-down and bottom-up.
Equity, Diversity, Inclusion and Accessibility	48	Engage I·SPARC and explore opportunities to strengthen relationships with Indigenous communities, and thus geographic regions outside of the Lower Mainland.
Equity, Diversity, Inclusion and Accessibility	49	Consider commencing work with the Indigenous Long-Term Participant Development Pathway, Aboriginal Coaching Modules, and other impactful programs.
Ways of Working	50	Create a communication strategy for next steps for the 2024 Strategic Plan.
Ways of Working	51	Define decision making processes to empower staff at all levels to make decisions.
Ways of Working	52	Define terms of engagement between the Board and staff and establish a rule that Board cannot reach out to anyone but senior management from among the staff directly.
Ways of Working	53	Encourage staff to move from "status quo" to ongoing process improvements by empowering them to propose and make those changes.
Ways of Working	54	Review processes that interface with the soccer community and look for ways to automate processes and create "self-service" experiences.

Conclusion

BC Soccer has evolved much over the past decade, developing a business model for long-term sustainability, increasing the number of services offered, introducing new leagues and development pathways, and pivoting to respond to pressing scenarios like COVID-19 and SafeSport. The volume of change the organization has taken on is admirable, but also has a flip side.

Our conclusion from the Operational Effectiveness Review is that the challenges are not related solely to the staffing model, but to all the mechanisms that provide guidance and support to the organization needed to support the implementation of the 2024 Strategic Plan. BC Soccer has a vision and has invested in the development of a strong Strategic Plan. If, however, that vision is not communicated or well-understood, confusion and misplacement of effort and time ensues. There are a lot of moving parts related to the implementation of the 2024 Strategic Plan. Just as the staff, committees and members would benefit from a strong vision, so too would they benefit from a clear roadmap for how that vision will become reality. BC Soccer has already proactively commenced a number of the recommendations contained in this report. The entire BC Soccer team would benefit from the opportunity to reflect on how the organization, Board and committees, departments, roles and responsibilities, processes and technology need to shift to successfully execute on the 2024 Strategic Plan.

The Board of Directors and senior management team have taken on the responsibility to set the tone from the top, make the necessary changes to their own structures, processes, and ways of working, and then support the rest of the organization through strong leadership, process alignment and investment in capacity and enabling technologies. More importantly, the Board of Directors and senior management need to align on their purpose as an organization and develop a cohesive, thoughtful, and detailed communication strategy that will reach the entire soccer community in every corner of the province.

BC Soccer's ability to execute as an organization will only be a strong as the people involved. The Board and Committees would benefit from opening their ranks to people from across the province, regardless of their location, role in the sport, gender, demographic, etc. A commitment to these proposed recommendations, along with accountability, transparency and demonstrated engagement with the broader soccer community BC will set BC Soccer up for long-term success.