



NORTH CHANNEL YACHT CLUB
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Issue Briefing Note¹

To: NCYC MC
From: Leighton Roslyn & Ray Hortness
Date: 2021-03
Re: Roles Review

1. **THE ISSUE:**

- a. There are tasks necessary for the Club to function properly that have not been officially allocated as being the responsibility of a specific Member of the Management Committee to oversee.
- b. The duties of the Fleet Captain and the Members at Large-for-Equipment and Yards overlap both in the listed duties in Schedule A to by By-laws and in practice.
- c. The duties of the Fleet Captain and the hours required to perform that role are substantially greater than the duties of all other Management Committee members.
- d. The official and unofficial duties of the Fleet Captain are recognized to be too heavy for one person to handle.
- e. There is a need to re-organize these and other roles:
 - i. To clarify responsibilities
 - ii. To lighten the workload of the Fleet Captain role so that members are not deterred from assuming the role.
 - iii. To assign responsibilities that are not now allocated.
 - iv. To generally spread the workload more equitably.

2. **HISTORY & DISCUSSION:**

- a. Recognizing a need to address the above issues, Ray Hortness, the NCYC Rear-Commodore made a written proposal to the MC at the meeting held on December 15, 2020 for the creation of a new role on the MC called the “Harbour Master”.
- b. Much of the discussion that follows borrows heavily from the discussion in his written proposal.
- c. That proposal resulted in discussion of “roles” generally and the need to clarify “overlap” in the written descriptions as well as to deal with “gaps” – notably management of work party hours.
- d. The Commodore and Rear Commodore were tasked with reviewing these issues with a view to bringing to the SPM a detailed proposal.
- e. The Fleet Captain Role is set out in the By-laws as follows:

7.7.4 FLEET CAPTAIN

7.7.5 **7.7.4.1** Has authority over all boating activities in the Club.

Schedule B:

Duties and Responsibilities of the Fleet Captain.

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The Fleet Captain is responsible for:

- i. Ensuring compliance with technical standards and specifications for moorings and boat cradles,
 - ii. Boat storage yard and member dock box area, including the allocation of boat and dock box storage locations and dingy storage, both summer and winter.
 - iii. Moorings and mooring field, including the assignment of mooring locations to members.
 - iv. The safe and proper operation of the Club launch rail, mast rack, mast lift (tripod) and boat launch.
 - v. Organizes Safety Day; (amended AGM 2015)
 - vi. The maintenance in good and safe condition (of) all docks, whether floating or fixed, and all electrical and water services on those docks up to and including the nearest electrical distribution panel or water distribution header.
 - vii. The winter storage and maintenance of all equipment and areas in his/her area of responsibility.
 - viii. Maintaining in good and safe condition the Club dinghy, motor(s), and equipment, including all necessary licenses and permits.
 - ix. Designating and maintenance of a Club swimming area.
 - x. Maintaining and keeping current the Club list of approved projects.
- f. The By-laws in **Schedule A** and the Rules assign many other responsibilities and tasks to the Fleet Captain.
- g. The Fleet Captain role has elements that overlap with the Duties of the Member-at-Large for Equipment and the Member-at-Large for Yards
- h. The Duties of the Members-at-Large for Equipment and Yards are set out in Schedule B to the By-laws as follows:
- i. **Duties of Member-at-Large for Equipment**

responsible for the care of all the Club equipment, including equipment in the yard (loader, dozer, haul out winch, downhaul windlass, high pressure wash, etc.), in storage (jacks, pumps, winches, hand tools, etc.), on the docks (diaphragm pump-out pump, fire pump, etc.) and the barge/Club boat (winches, connectors, anchors, outboard motors, bilge pumps, etc.)

responsible that there is sufficient fuel and oil on hand to operate Club equipment. [amended AGM 2015]
 - ii. **Duties of Member-at-Large for Yard**

responsible for the care of the yard and parking lot, including the entire track system, the transfer car, the mast 'A' frame, the Club rolling cradle, the beach, the beach play equipment, the entrance gate, the management of the storage and disposal yards, all electrical systems buried and aerial and on docks, coordination with the railway track authority for the crossing, etc.

i. **Overlap and Duplication Chart:**

Fleet Captain	M@Large
Boat storage yard and member dock box area, including the allocation of boat and dock box storage locations and dingy storage, both summer and winter;	Yards: responsible for...the management of the storage and disposal yards
The safe and proper operation of the Club launch rail, mast rack, mast lift tripod and boat launch	Yards: responsible for the care of ... the entire track system, the transfer car, the mast 'A' frame, the Club rolling cradle... Equipment: responsible for the care of ... haul out winch, downhaul windlass,
The maintenance in good and safe condition (of) all docks, whether floating or fixed, and all electrical and water services on those docks up to and including the nearest electrical distribution panel or water distribution header	Yards: is responsible for ...all electrical systems buried and aerial and on docks
the winter storage and maintenance of all equipment and areas in his/her area of responsibility	Equipment: responsible for the care of all the Club equipment,
Maintaining in good and safe condition the Club dinghy, motor(s), and equipment, including all necessary licenses and permits;	Equipment: responsible for the care of all the Club equipment ... including the barge/Club boat...
Designating and maintenance of a Club swimming area	Yards: responsible for the care... of the beach, the beach play equipment...
Maintaining and keeping current the Club list of approved projects.	

j. Arguably:

- i. The overlap leads to an inference that the FC role is superior to the Members-at-Large who then should take direction from the FC – i.e. the FC role lies between the M@L and the Management Committee as a whole.
- ii. The wording that the Fleet Captain “Has authority over all boating activities in the Club.” [Article 7.4.4.1] gives to the FC authority that is at odds with the supervisory role of the MC as the Board of Directors of the Club.
- iii. The combined effect cloaks the FC with authority that is wider than necessary and diminishes the importance of other roles. As authority and responsibility require the dedication of time to properly perform the role, the workload is too heavy.

k. Ray's proposal to the MC in December 2020 was to create a new role – that being “Harbour Master” a by amending the By-laws and Schedule B s follows:

i. Inserting a new provision in the By-laws under Article 7

X.X.X HARBOUR MASTER

X.X.X.1 Has responsibility for the maintenance in good and safe condition of all docks, whether floating or fixed;

X.X.X.2 Has responsibility for all on the water Club vessels.

ii. Inserting into Schedule B the following:

Duties and Responsibilities of the Harbour Master

- The maintenance in good and safe condition of all docks, whether floating or fixed, and all electrical and water services on those docks up to and including the nearest electrical distribution panel or water distribution header.
- Maintaining in good and safe condition the club dinghy, barge, motors, and equipment, including all necessary licenses and permits.
- If required designating areas for seasonal shore dingy storage.
- Supervise the construction of all on the water docks and services as directed by the Management Committee.
- Allocation of all permanent summer dockage as directed by the Management Committee.

l. The wisdom of that proposal was questioned because:

i. It would take away another 20 work-party hours from physical work needed to keep the Club operational. Already 1/3 of active members are already on the MC.

ii. There was already a scarcity of members willing to serve on the MC and finding another member would increase that difficulty. It may be however, that the role does not require MC membership and attendances?

iii. However it is argued that the argument falls on its face because the proposed role of Harbour Master means that the Harbour Master will be responsible for the winterizing and opening of his or her area of responsibility and that work is now incorporated in the work party hours required for opening and winterizing of the club facilities. So it is simply a shifting of those hours – not a reduction of hours available to the club.

iv. If the Harbour Master is not a member of the MC there are questions about how the HM could reasonably be responsible for the supervision of expenditures, both capital and operating, if not there during the planning and budgeting stage.

m. **Promoting and Preserving and Using Organizational Knowledge:**

- i. Organizations have manuals or standard operating procedures [SOPs] to allow easier transfer of responsibilities to successors.
- ii. NCYC has a set of Rules, Regulations, Policies and Procedures that govern members generally, but not for the MC roles. As a result yearly functions and tasks are based upon individual recollections of organizational knowledge as to how and why processes and procedures are carried out.
- iii. Sometimes there are differing memories and understandings which leads to conflict between members.
- iv. To promote consistency, and to avoid the loss of such organizational knowledge and to make it easier for members to undertake a Management Committee role, such knowledge should be captured in writing.
- v. By allowing all MC members the opportunity to fully grow into their roles and then moving to other duties the base of organizational knowledge will be broadened, to the benefit of the whole of the North Channel Yacht Club.
- vi. One aspect of organizational knowledge is the knowledge and expertise that individual members bring to the Club from other aspects of their life – lived experience, formal training, business background etc.
- vii. Wisdom suggests that the Club benefits from such individual knowledge and benefits the most when it is known to the MC and applied as efficiently as possible in the assignment of tasks in completion of work-party hours.
- viii. Currently the Club benefits from the current Fleet Captain, undertaking as part of his role, the keeping of a personal “log” of such expertise, the list of tasks required to be performed, and the hours such member might still need to put in as work-party hours in the current year.
- ix. That oversight of work-party hours is not officially part of the Fleet Captains role, but he has stepped in to fill the gap and this adds greatly to the workload of that role. He is the *ad hoc* “go-to” person when a member is looking for work to perform to fulfill their work-party hours.
- x. This begs the question as to how that “gap” might be better addressed.so as not to overload the FC.

3. PROPOSED RESOLUTION:

- a. Amend 7.7.4 of the By-laws by deleting the current provision and substituting the following [without the embedded commentary]:

7.7.4 FLEET CAPTAIN

- 7.7.4.1 Is responsible for and has authority regarding instruction to members for the safe launching and retrieval of vessels and moving of cradles/vessels in the rail yard.

Ray prefers his outline as in paragraph 2.k above and argues that the word “authority” should never be used as it creates a final decision that always lays with the MC. “Is responsible for the instruction of members in the safe.....”

However, the authority is limited and is necessary for the safe operation of the rail yard. Someone has to have immediate authority to give mandatory instruction to reduce the risk of harm when moving large objects. There is not the luxury of time to seek a ruling from the MC.

- 7.7.4.2 Is responsible for the Mooring field including:
 - 7.7.4.2.1 the assignment of mooring locations,
 - 7.7.4.2.2 alignment of the mooring floats in the mooring field,
 - 7.7.4.2.3 oversight of mooring inspection requirements,
- 7.7.4.3 Is responsible for the operation of the rail boat storage yard [excluding repair and maintenance] and the assigning of boat/cradle storage spots within the boat storage yard.
- 7.7.4.4 Is responsible for the promotion of on the water activities.
- 7.7.4.5 Is responsible for those other duties assigned to the role under the By-laws, Schedule A to the By-laws or the Rules, Regulations, Policies and Procedures.

- b. Amend Schedule B by deleting the current list “Duties and Responsibilities of the Fleet Captain” and substituting the following:

Duties and Responsibilities of the Fleet Captain

The Fleet Captain is responsible for:

- Ensuring compliance with technical standards and specifications for moorings and boat cradles
- Moorings and the mooring field, including the assignment of mooring locations to members
- Operation of the rail boat storage yard and the assigning of boat/cradle storage spots within the boat storage yard
- The safe operation of the rail yard and winter boat storage area
- The safe and proper operation of the launch rail, winch, mast lift by-pod and boat launches and retrievals
- Organizing Safety Day; (amended AGM 2015)
- The promotion of on the water safety of all club members
- The promotion of club on the water social functions.

- Such other duties assigned to the role under the By-laws, Schedule A to the By-laws or the Rules, Regulations, Policies and Procedures.

- c. Amend Schedule B by deleting the current provision for “Duties of Member-at-Large for Equipment” and substituting the following:

Duties of Member-at-Large for Equipment

Responsible for the care of all Club equipment, including:

- the transfer car
- the mast ‘A’ frame
- the club dinghy
- the club dinghy car
- the winch
- the out-haul winch
- Backhoe
- high pressure washer
- jacks, pumps, winches, hand tools, etc. in the workshop, storage shed or elsewhere
- equipment on the docks including the diaphragm pump-out pump, fire pump, etc.
- the barge/Club boat including its winches, connectors, anchors, outboard motors, bilge pumps, etc.

responsible that there is sufficient fuel and oil on hand to operate Club equipment.
[amended AGM 2015]

- d. Amend Schedule B by deleting the current provision for “Duties of Member-at-Large for Yard” and substituting the following:

Duties of Member-at-Large for Yards

Responsible for the care and maintenance of:

- all yards
- repair and maintenance of the rail yard including the entire track rail system but excluding associated equipment
- the dock box area including the allocation of dock box storage locations
- the dinghy shoreline and allocation of summer dinghy storage locations
- parking lots
- the beach
- the beach play equipment
- the entrance gate
- the management of the storage and disposal yards
- all electrical systems in the yards buried and aerial and on the docks
- the boat launch on the east shore
- coordination with the railway track authority for the crossing by the highway
- etc.

- e. **Promoting and Preserving and Using Organizational Knowledge:**

- i. Establish a Management Committee Manual which captures standard operating procedures of the MC for the education of incoming members of the MC.