

REVIEW OF AREAS OF RESPONSIBILITY

The Management Committee (MC) of the North Channel Yacht Club carried out an analysis of the positions within the MC in an attempt to more equitably distribute the workload associated with each position. The analysis indicated a series of overlaps in responsibilities as well as excess of work load associated with position of Fleet Captain. To address these issues, a need for a re-evaluation of the by-laws was undertaken.

ANALYSIS

The following are the responsibilities of the fleet captain.

7.7.4 FLEET CAPTAIN

7.7.4.1 Has authority over all boating activities in the Club.

By-Law 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,
- 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;
- Moorings and mooring field, including the assignment of mooring locations to members;
- The safe and proper operation of the Club launch rail, mast rack, mast lift (tripod) and boat launch;
- Organizes Safety Day; (amended AGM 2015)
- 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;
- The winter storage and maintenance of all equipment and areas in his/her area of responsibility;
- Maintaining in good and safe condition the Club dinghy, motor(s), and equipment, including all necessary licenses and permits;
- Designating and maintenance of a Club swimming area;
- Maintaining and keeping current the Club list of approved projects.

As can be seen, the duties of the Fleet Captain and the hours required are substantial and are all inclusive. The duties described in most cases, intersects and overlaps with duties and responsibilities of others in the Management Committee. With the range of responsibilities, it is understandable the number of hours that presently falls on one member of the MC.

The areas of responsibility should be limited to reduce duplication and overlap. The Club has Members-at-Large whose mandate can and are often subsumed by the Fleet Captain. The following are the "By-Law duties and responsibilities of the Fleet Captain" which have areas of responsibility that overlap in other MC member's mandate.

a. **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.	M@Large: responsible for projects associated with their areas of responsibilities

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.

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.

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.

PROPOSED RESOLUTION:

Amend 7.7.4 of the By-laws by deleting the current provision and substituting the following:

7.7.4 FLEET CAPTAIN

7.7.4.1 Is responsible for instructing members in the safe launching and retrieval moving vessels.

7.7.4.2 Is responsible for the Mooring field.

7.7.4.3 Is responsible for the operation of the rail boat storage.

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.
- Responsible to maintain a list of tasks members can perform for work party hours.

- 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 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 boats (winches, connectors, anchors, outboard motors, bilge pumps.

- responsible that there is sufficient fuel and oil on hand to operate Club equipment. [amended AGM 2015]
- Responsible to maintain a list of tasks members can perform for work party hours.

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 of the yard and parking lot, including the entire track rail system, the transfer car, the mast ‘A’ frame, the beach, the beach play equipment, the dock box area including the allocation of dock box storage locations, the entrance gate, the management of the storage and disposal yards, the boat launch on the east shore all electrical systems buried, aerial and on the docks, coordination with the railway track authority for the crossing, etc.
- Responsible to maintain a list of tasks members can perform for work party hours.

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

Duties of Member-at-Large for Water and Sewer

- Responsible for the care of the water and sewer system of the Club, including the maintenance of the pump house equipment, the water and sewer system infrastructure, the septic bed, etc., and water services on the docks and water services on these docks, as well as the sampling and the management of the all water tests as per legal and safety requirements.
- Responsible to maintain a list of tasks members can perform for work party hours.

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

Duties of Member-at-Large for Buildings

- responsible for the care of all buildings (White House, shower building, storage sheds, clubhouse, service dock kiosk, winch shed, pump house building, mast rack etc.) on the property.
- responsible for the stocking of incidentals that are consumed in the buildings. (propane, paper products, cleaning materials, garbage bags, ice, etc.) (amended AGM 2015).
- Responsible to maintain a list of tasks members can perform for work party hours.

The proposed amendments will allow for the more equitable distribution of MC work hours, as well clarifying and addressing reporting responsibilities.

Additional recommendations arising from the review.

Companies and large organizations often have manuals or standard operating procedures to allow easier transfer of responsibilities. Clubs such as the North Channel Yacht Club's yearly functions are based on organizational knowledge, how and why processes and procedures are carried out. By allowing all MC members the opportunity to fully grow into their roles and then moving to other duties we will broaden the base of organizational knowledge, to the benefit of the North Channel Yacht Club.

That schedule B o the duties of responsibilities of the Vice Commodore amended to include the following;

- **Maintain the work party hour log book.**

Promoting and Preserving and Using Organizational Knowledge:

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