

RESPONSIBILITY LEVELS

GENERAL

1. The St. John Ambulance Brigade has a structure that is based on the modern functions performed by its members at various levels. Some remnants of the formerly military structure have been retained where they have been found to be useful, and because they reflect the paramilitary origin and traditions of the Brigade. In order to promote the efficient operation of the Brigade, it is essential to maintain a hierarchy. See StJCI 2-2-2 for Brigade Organization.

COMMUNICATION CHANNELS

2. Within the hierarchy of the Brigade, it is important that standard recognized channels of communication exist within and among all units and levels of the Brigade. Where possible and practical, all correspondence, both upwards and downwards, should follow these standard channels of communication.
3. Communication of an operational nature, either written or verbal, should adhere to the standard channels. When this does not occur, it is both appropriate and a courtesy to inform intervening parties of the nature and content of the communication.
4. Communication of a professional nature (eg. medical, nursing) or technical nature (eg. training, planning) may be carried out along those professional or technical lines, respecting the functional structure of the Brigade

SENIORITY

5. See StJCI 2-9-3, paragraphs 5 to 8 for instructions on seniority within the Brigade. See StJCI 2-9-3, paragraphs 18 to 19 for authority of the National Commissioner, and paragraph 13 for authority of the Provincial /Territorial Commissioner.

RESPONSIBILITY OF BRIGADE MEMBERS

6. See StJCI 2-1-1, paragraph 6 and StJCI 2-9-3, paragraph 2 for the responsibilities and obligations of every Brigade member.

VOLUNTEER /STAFF ROLES

7. There are four types of members within St. John Ambulance:
 - a. policy decision-making members – volunteer board members at the national, provincial or local level (eg. Priory Council, Provincial Council, Branch);

- b. committee members – volunteer members of committees that are formed for the purpose of providing policy recommendations to decision-making boards;
 - c. direct-service members – volunteer members who deliver the services of St. John Ambulance (eg. Brigade members, Instructors);
 - c. paid staff – employed by St. John Ambulance as paid members.
8. The role of direct-service members, as volunteers, is clear (ie. to fulfill their duties as a Brigade member or Instructor). The paid staff generally work at the levels of the policy decision-making and committee members, and there is often confusion about roles and duplication of effort between paid staff and volunteers at these levels.
9. The following broad delineation of volunteer/paid staff functions, stated in terms of national policy, are laid out to clarify particular responsibilities and to foster a strong volunteer/paid staff partnership throughout the organization:
- a. *policy formulation* is the task of both volunteers and paid staff: the bulk of policy formulation is carried out in various committees;
 - b. *policy determination* is the responsibility of the volunteers alone, existing on boards at all levels. Priory Council is ultimately responsible for approving and adopting every policy that affects the organization nationally;
 - c. *policy implementation* is the responsibility of the paid staff at National, Provincial and Area headquarters;
 - d. *policy monitoring* is the responsibility of both volunteers and paid staff. Paid staff are responsible for regular performance reporting.