


# WORLD ADULTS IN SCOUTING POLICY 2011

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# ADULTS IN SCOUTING

## WORLD POLICY



**SCOUTS**<sup>®</sup>  
Creating a Better World

Adults in Scouting

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## RESOLUTION 11/11

### The Conference

- *reaffirming previous World Scout Conference Resolutions 4/93, 10/05, 12/08 and 13/08 focusing on Adults in Scouting*
- *considering the necessity to integrate major recent policies and other key approaches adopted by WOSM such as "Gender policy", "Child protection", "Reaching out", etc.*
- *emphasising the key role played by adults to support the growth of the Scout Movement*
- *welcoming the celebration in 2011 by the United Nations of the 10th Anniversary of the International Year of Volunteers*
- *welcomes the work done by the World Scout Committee and World Scout Bureau to update the World Adult Resources Policy*
- *recognises that the "Adults in Scouting" framework adopted in 1990 can be used to manage both volunteers and professionals in Scouting*
- *adopts the World Adults in Scouting Policy as representing WOSM's policy on the acquisition, retention, training, personal development and management of adults within the Scout Movement*
- *resolves that the policies and procedures on adult recruitment, appointment, support, training and retention as established by previous resolutions are now modified by the adoption of the provisions of the World Adults in Scouting Policy*
- *invites National Scout Organizations to implement the provisions of the World Adults in Scouting Policy*
- *requests the World Scout Committee to develop and distribute guidelines which support the implementation of the World Adults in Scouting Policy including the Wood Badge scheme and the application of the Policy in relation to professional staff as soon as possible after the World Scout Conference concludes.*

## DEFINITIONS

**Adults in Scouting:** is a systematic programme of adult resources management, to improve the effectiveness, commitment and motivation of the leadership in order to produce better programmes for young people and a more effective and efficient organization.

**Adults, Leaders of Adults, Leaders:** mainly volunteers (only in a few cases professional leaders) responsible for Youth Programme development or delivery; or responsible to support others adults; or responsible for supporting organization structures.

**Youth leaders:** youth members delivering Youth Programme to younger age-sections, or involved in supporting other adults or organizational structures. In this case "Leader" is related to the role they are playing on behalf of the organization. The crew leaders, e.g. in the Rover Scout Section, are not under this definition. However if they have another position as mentioned above they could be called youth leaders.

**Volunteers:** are people involved in different activities for no monetary remuneration (although reimbursement of expenses may be allowed). This involvement is undertaken entirely at the individual's own free will. The benefit of this involvement is directed at people other than the volunteer (although it is obvious that the volunteer also gains and learns a lot from their volunteering commitment).

**Professionals:** are people recruited for a specific task to serve Scouting. They may or may not be Scout leaders (committed as a "Scout", having taken the Scout Promise). Professionals in either category will be working for a Scout Organization in a professional capacity.

## 1. INTRODUCTION

In 1990 the World Scout Conference agreed an approach for the effective management of Adults in Scouting and in 1993 the World Adult Resources Policy was adopted with the key purpose of supporting Adults in Scouting through a systematic programme of adult resources management.

Since 1993, National Scout Organizations have adopted and implemented (fully or partially) the World Adult Resources Policy, with some encountering cultural and language difficulties. The proposed amendments to the World Adult Resources Policy strengthen the key purpose of the policy, which is to support adults through training, encouragement and ongoing support and to ensure that there are appropriate systems in place to make this happen.

The new version of the World Adult Resources Policy, entitled World Adults in Scouting Policy is integrative, incorporating other relevant WOSM policies, encouraging a team approach to supporting adults and building on the principles of learning organisations.

The World Adults in Scouting Policy can also be used as a framework to manage professionals in Scouting.

## 2. ACQUISITION OF ADULTS

"Adults in Scouting" (1990) provides the requirements and guidelines approved by the World Scout Conference for the acquisition, training and personal development, and management of the adult supports necessary for accomplishing the Mission of the Movement.

These guidelines and requirements constitute the World Adults in Scouting Policy, which sets out the respective responsibilities of National Scout Organizations and the various regional and world bodies of WOSM.

In order to fulfil its Mission, each National Scout Organization should have the adult leadership it needs to develop and function effectively. To build this pool of adults and maintain them at an optimum level in terms of quality and quantity, the National Scout Organization must have a clear view of its needs and undertake deliberate recruitment activities.

Recognising the Mission of the Movement as dedicated to the development of young people, the adult leadership should include young adults in positions of responsibility.

Scouting should provide the environment for development and sharing responsibilities for men and women. This implies that each National Scout Organization needs to reflect on the paradox of gender differentiation and equality in its social and cultural context. Each National Scout Organization is urged to integrate in its recruitment strategies options to promote better facilities for women where gender balance doesn't exist or is weak.

A special effort must be made to improve the diversity of adult leadership with a strong emphasis on reaching out (to offer Scouting to all segments of the society) in line with WOSM's priorities.

### **2.1 Assessment of needs**

Each National Scout Organization should establish its own complete list of functions/positions to be filled with required competencies, recognising that volunteers, who may be supported by some professional staff, will fill the majority of the functions/positions. This assessment should also identify permanent positions as well as short-term or temporary positions.

This list will then be compared to the actual leadership situation (vacancies, transfers, resignations) and, taking into consideration the growth of the association, the short and medium term adult requirements can be assessed.

Short-term, temporary or job-share positions should be offered to all adults who want to support Scouting in specific tasks or activities. This will enable adults who may not have much time for volunteering and indeed it may also help to recruit adults who would not traditionally be volunteers in Scouting. The adults need to be part of an established team and the current policy may need some flexibility.

### **2.2 Recruitment**

National Scout Organizations are strongly encouraged to adopt a proactive attitude and undertake systematic adult recruitment. This recruitment should take place in accordance with specific functions, based on job descriptions that clearly define the tasks to be done within a specific team of adults. It is important that associations recruit people with an appropriate attitude and approach – people can learn the skills and knowledge required for the role.

Obviously the recruitment strategies need to take into consideration the diversity of adults, a special effort need to be made to develop specific approaches and tools for specific targets (e.g. minorities) but also to respond to the expectations and interest of adults.

It is the intention of the World Organization of Scout Movement to help young people to achieve their full potential through the Scout Method providing an environment within which Scout activities can be implemented in a safe, non-discriminatory and respectful manner. This requires that a key function of the adult recruitment process in all associations is to ensure that only suitable adults are recruited.

It is highly recommended that associations develop procedures on the recruitment and selection of adults. This will require that data, some of which will be confidential, will need to be collected and stored appropriately. Adults who wish to volunteer in Scouting should be asked to provide references from respected members of the community, one of whom should be a community leader from outside Scouting.

National Scout Organizations also need to recognize the rights of adults. It is of great importance that adults, who are in relatively close contact with children and young people, are given appropriate training so that they do not put themselves in situations, which could lead to accusations of inappropriate behaviour. It is the responsibility of each association to create the best and most appropriate conditions for adults to be able to play their role as educators, either as volunteer or professional staff.

### **2.3 Mutual agreement**

The World Adults in Scouting Policy establishes the principle of negotiation and conclusion of a clear agreement concerning the time limits and reciprocal obligations of the National Scout Organization and the person concerned.

This step provides an opportunity to each National Scout Organization to explain the policies and regulations (internal and external) that all members need to apply and work under.

National Scout Organizations should ensure that the agreement is two-way so that it is clear what the volunteer can offer Scouting and what Scouting can offer the volunteer. The benefits of the mutual agreement are that it sets boundaries related to the commitment, expectations, training and support obligations and provides the basis for future reviews.

Each National Scout Organization needs to adapt its own written material to be inclusive of all potential members.

## 2.4 Appointment

Each National Scout Organization is entirely responsible for appointing and nominating its adult leaders to all positions in accordance with the following general principles:

- Only responsible officials within an association are authorised to appoint an adult for any function within the association.
- Every appointment is made on the basis of a reciprocal commitment between the association and the person recruited.
- Every appointment is made for a specified duration.

Any conditions regarding the decisions for the future of the appointee, e.g. the review, renewal or reassignment, should be stipulated. Associations are highly encouraged to register all members at all levels.

## 3. TRAINING, SUPPORTING ADULTS AND PERSONAL DEVELOPMENT

Each National Scout Organization is responsible for designing and operating a system for the training and development of Adults in Scouting in all functions (uniformed and non-uniformed) and at all levels. The training system needs to be designed to be appropriate for all adults taking into consideration differences and diversity of the society.

This system:

- includes the integration of the new adult, formal (basic and advanced) training, informal and ongoing learning, training and support for the entire duration of the term of office,
- includes not only the acquisition and development of the knowledge and skills necessary for accomplishing each function, but also the personal development of adult leaders,
- is flexible and allows for previous experience and skills to be taken into consideration,
- allows for the acquisition of additional skills and knowledge to facilitate the transfer from one function to another.

The personal development of Adults in Scouting is explicitly included as part of the training to be provided. Emphasis must be put on the flexibility of the system used to provide training.

### 3.1 Integration and support of a new adult in Scouting

The World Adults in Scouting Policy requires a systematic integration period, during which adults will understand the responsibilities of their function and the need for training in it. This implies that they are also trained in the techniques essential for its implementation.

### 3.2 Training

The purpose of the training offered to adults is to provide them with the means to make a significant contribution to the accomplishment of the Mission of the Movement. It should be adapted to each function and to each individual on the basis of a detailed analysis of that individual's training needs and previous experience. It should be considered as a continuous process and the adult's regular contact and activities within his or her team must be considered as part of the learning process. National Scout Organizations are invited to develop a systematic process to support and validate such non-formal training.

### 3.3 Training system

Each National Scout Organization must develop a training system for all adult functions. This will include all the competencies required for these functions and importantly must include the personal development of these adults. The training system must be used as strategic tool; National Scout Organizations will involve all their leaders within all the structures in training processes to improve the collective competencies. Finally, building on the principles of learning organisations, the training system needs to be not only focused on internal needs but also able to recognise and respond to trends in the community and in wider society. This approach will help National Scout Organizations to develop a real growth strategy.

The system must be flexible and ensure easy access to training opportunities in terms of their frequency, proximity and conditions for registration. This may require the decentralisation of training and will need the participation of many more people, including young adults, in sharing their competencies with others.

Those responsible for coordinating training at all levels in the association will identify training teams, the training of trainers, organise the provision of training, and develop and manage the training resources required. This should mean a better gender balance, real diversity of leaders and with opportunities for young leaders to participate.

The training system must be considered as a continuous cycle, consisting of defining training objectives, carrying out training needs analysis, delivering training, assessing reactions to training, and measuring the bottom-line effects of training. Growth can be considered as an indicator of quality related to the training to deliver quality Scouting.

At national level an individual or team will be appointed to coordinate the overall operation of the training system. At other levels individuals or teams will also be appointed.

In specialized areas, training may be provided through outside agencies with an accreditation from each National Scout Organization.

### **3.4 Supporting adults**

Each adult must receive direct support – technical, educational, material, moral or personal – whenever required. Adults are expected to feel comfortable with their task, to be efficient and to implement successfully the activities for which they are responsible.

This means that they need to be encouraged, listened to, guided and supported. They need to be recognised by other Adults in Scouting as well as those in their immediate teams. Through regular meetings they can strengthen their motivation, amend their behaviour, alter their approach to problems and overcome their difficulties by identifying the necessary training means.

National Scout Organizations are encouraged to develop a deep knowledge about specific needs may be expressed by some communities or minorities.

### **3.5 Recognition of qualification**

The recognition of the qualifications of an individual is exclusively the responsibility of each National Scout Organization. Certificates of qualification for a job or function will be issued on the basis of demonstrated and currently used competence and have a set validity period with a date of expiry. This could also be recorded in a personal logbook.

Certificates may be renewed on the basis of demonstrated and updated competence and for the same limited period of time.

Certificates of attendance on courses or other training activities may be issued or attendance may be recorded in the log- book.

The Wood Badge insignia is used as recognition of the successful completion of the "Leader" advanced training scheme prescribed by each National Scout Organization.

The use of the Wood Badge beads is recommended as a sign of unity.

WOSM's Wood Badge framework has been developed for use by National Scout Organizations.

## **4. THE MANAGEMENT OF ADULTS IN SCOUTING**

In order to ensure mobility and flexibility across functions, the World Adults in Scouting Policy advocates the establishment of networks designed to augment and, if appropriate, replace the hierarchical and linear systems, which operate in many organisations. This places the emphasis on networking rather than hierarchical systems; to provide more flexibility, more opportunities to participate at all levels.

### **4.1 Task review**

Task review is a regular element in the management of the association's activities. It provides an opportunity to assess the extent to which objectives are being met and whether adjustments are required.

### **4.2 Reappointment or Performance review**

The reappointment or review of their performance is a regular element in the life-cycle of an adult in Scouting. It is recommended that this occur approximately every 18-24 months. This is achievement-based and looks towards the future to find an option, which corresponds most closely with the wishes and interests of the adult leader and the Association as a whole. It results in a choice between three options: renewal of the mutual agreement, reassignment to another task for a new term of office, or retirement of the adult concerned.

It is highly recommended to support and to train people in charge of such evaluation to avoid mistakes and difficulties. It is also suggested to extend the scope of this evaluation to the teams.

### **4.3 Retention**

To develop efficient Adults in Scouting management system, National Scout Organizations need to improve their retention strategy. Three major elements influence the likelihood of retaining Adults in Scouting:

- they need to trust the National Scout Organization and their representatives and feel that they are trusted,
- they need to feel a sense of commitment to the association, and
- they need to receive a sense of achievement from their role in Scouting.

## 5. STRUCTURES

At all levels of the World Organization of the Scout Movement – national, regional and world – the management of Adults in Scouting requires the establishment of specific structures covering three dimensions which will allow a global and co-ordinated approach:

- acquisition of resources, in short and long term approach, targeting all components of the society,
- training and supporting adults according to the association's needs as well as personal development wishes,
- the management of decisions for the future.

In accordance with the Mission of the Movement, it is important that these structures should include young adults at all levels. In some cases a special effort must be made to ensure a gender balance; women need to be encouraged to be a part of those structures. In the case people with special needs or from minorities join the National Scout Organization, they must be empowered to share responsibilities.

### 5.1 National level

It is up to each National Scout Organization to define the most appropriate structure for managing its Adults in Scouting, taking into account its particular situation, needs and available resources. This structure should co-ordinate the acquisition, training, support for Adults in Scouting, personal development and the management of the decisions for the future of these adults and report to the association's overall management. It should have a formal link to those responsible for the development and delivery of Youth Programme (e.g. a representative of the Youth Programme Committee is an ex-officio member of the Adults in Scouting Committee and vice-versa).

This could be achieved through the creation of a National Adults in Scouting Committee reporting to the National Executive Committee, or its equivalent.

The National Adults in Scouting Committee should also be linked to a network covering the whole of the association's territory and composed of those involved in the Adults in Scouting's management process. Those co-ordinating National Youth Programme and training activities should belong to a network, together with those having recruitment or management functions.

### 5.2 Regional level

It is up to each Region of WOSM to define the most appropriate structure, taking into account its situation, resources and needs.

However, the World Adults in Scouting Policy recommends the establishment of a network as the basic element of the regional structure. In order to ensure that this network is stimulated, questioned and informed, a number of actions could be envisaged, for example:

- a Regional Adults in Scouting Network Coordinator is appointed by the Regional Scout Committee,
- a Regional Adults in Scouting subcommittee is established along the same lines as the national committees,
- a Regional Conference entrusts the World Scout Bureau's Regional Office with the co-ordination of the task.

It is also recommended to encourage common work and activities between this network and the Youth Programme Network.

Whatever the regional choice, it is important to develop a strong relationship between a regional structure and National Scout Organizations in one way and between the different regions and the world level.

### 5.3 World level

This policy is now part of the terms of reference for the Educational Methods Committee, which is a sub-committee of the World Scout Committee.

The Educational Methods Committee can establish on a needs basis networks, task groups, etc. to propose guidelines, to develop tools and materials on all matters related to Adults in Scouting.

The Educational Methods Committee is encouraged to work with the regional structures as a network; this will provide a large structure for the exchange and circulation of information, mutual assistance on adult resource management, the exchange of ideas and new initiatives, and the expression of cultural and regional sensitivities.

## 6. CONCLUSION

The Educational Methods Committee has developed and will further develop guidelines on all matters related to Adults in Scouting.

In order to remain faithful to the principles on which it is based, this policy will be reviewed regularly and will be modified if needed.

The World Scout Conference will be kept informed of progress in the implementation of the policy.



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