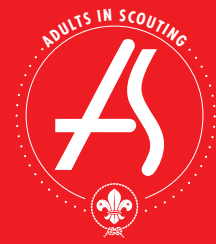


INFORMATION EXCHANGE

Presented by the Adult Resources Service
World Scout Bureau
Box 241, CH-1211 Geneva 4, Switzerland



The present issue of "Information Exchange" has been prepared by Kjeld JESPERSEN, Director of Adult Resources, European Regional Office.

THE EUROPEAN FORUM ON YOUTH PROGRAMME AND ADULT RESOURCES, MALTA, MAY 1999

The European Adult Resources Working Group and the Youth Programme Working Group planned and ran together the first European Forum on Youth Programme and Adult Resources. This was held in Malta from 29 May to 4 June 1999. 100 participants from 34 Scout associations in 27 countries attended the event.

The aim of the Forum was to assist national Scout associations in developing their Youth Programmes and improving the Management of Adult Resources. The Renewed Approach to Programme (RAP) and the Adults in Scouting model provided the framework for the event. Members of national Youth Programme and Adult Resources teams had the opportunity to share experiences, identify good practices and develop a common basis for their work. The Forum enabled them to discover the tools and materials developed by the European Scout Office, the Interamerican Scout Office, the World Scout Bureau Head Office and National Scout Associations, as well as to provide input for the European Scout Plan 1999-2007.

The Forum Programme

The programme included plenary sessions, workshops, individual and group work. The Forum began with an introduction to the Youth Programme Policy and the Policy on Adult Resources to provide a common basis for the rest of the week. This gave an overview of the life cycle of an adult in Scouting and pointed out the areas which have so far proven difficult to implement such a "mutual agreement", "review" and "support". Each association was given a chance to exhibit the materials which they had produced in the field of youth programme and adult resources management. Furthermore, they were

given the opportunity to make a short presentation on how their association works in the area of adult resources. There was an expert input on equal opportunities by Harriet Bjerrum Nielsen, who works for the University of Oslo at the "Institute for Women's Studies and Gender Research". This input was followed by a discussion on the "Policy on Girls and Boys, Women and Men in Scouting", later adopted by the World Scout Conference in Durban and the issue of equal opportunities was taken up again in several of the workshops during the Forum.

Following the above presentations, the participants chose six out of twelve workshops, in which the different elements of the life cycle of an Adult in Scouting were explored further.

One session was dedicated to presenting the tools available from the World Scout Bureau. The planning team gave practical examples on how to use documents, such as "Scouting for What? Scouting for Whom?", "Trends", "ARGOS" and "Let's make a Group Plan" (Interamerican Scout Office).

A fair amount of time was devoted to working on personal projects and team tasks.

Each participant was asked to identify a real problem within his/her field of responsibility and to use the expertise of the other participants to find a solution. Personal projects included the identification of quality criteria in Scouting at local level and the implementation of Adults in Scouting at national level.

The team tasks were more complex and required an international team to work on them during the whole week. Examples of tasks included: how to design a national policy on adult resources; how to incorporate the team approach in the management of adult resources; how to make evaluation and review in Scouting; how to manage cooperation between Youth Programme and Adult Resources teams.

Some of the findings of the Forum in the field of Adults in Scouting are presented in this issue.

The Team Approach

Participants were invited to consider principles that may apply to teams in different situations. For example: a leadership team running a Scout troop; or a national team responsible for adult training in an association. In some circumstances, this approach may be easier at a national level than at a local level.

The model described in this paper is applied to "teams" (a group of individuals who are focused on working together to achieve a common mission and objectives) rather than "working groups" (a group of individuals who work together but are focused on achieving their own individual objectives). It is likely that many people will benefit from adopting a team approach.

Understanding this approach is essential since we, in Scouting, request many adults to work in teams. Advantages of working with a team using the Adults in Scouting model include:

- It is possible to distribute the workload better - which potentially leads to more volunteers and greater enjoyment in the work.
- A team is able to distribute (and re-distribute) tasks amongst its members which helps to make the most of each individual's skills and keeps the team focused on its mission and key objectives.
- The entire team, as well as individuals, may be re-assigned.
- A team is able to concentrate on achieving its mission and key objectives and to work in a coordinated way.
- Consideration is given to the way in which an individual will fit into the team to contribute to its mission and key objectives.
- The approach encourages team members to share resources and support one another on an ongoing basis.

Some existing teams might not be using this approach. In this case, we consider that moving to this approach

(continue overleaf)

will require some care. If possible, the team should evaluate its work to date and then start working on a team mission and key objectives, which are then agreed with the manager. From then on, the team will follow the model described in this paper.

Working in teams contributes to making people feel involved and valued. The team can provide a caring environment that will make it easier for adults to learn, to develop, and to be effective. Team members may feel less pressure as it is possible for members to cover for one another. In short, adult members will benefit from using an element of the Scout Method. Effective teams contribute to the development of young people in two ways: by providing the Scout programme more effectively; and also by providing a positive model for the young people to follow.

REVIEW

A few words about "360 degree feedback"

360 degree input is a process for collecting feedback from individuals with whom you work throughout the year, on how well you perform as an adult in Scouting.

During a mutual agreement discussion with your manager and/or your team at the beginning of the year, you should agree who will provide 360 degree input, and when. Those involved (6 to 8 persons is ideal) should be notified as early as possible. Input may be gathered once a year or during an interim review.

You may be asked to provide input on others using a 360 degree input form. In addition to yourself, those concerned may include their manager/team leader or any other adult in Scouting, as "feedback" providers.

Adults in Scouting are often expected to provide 360 degree inputs when requested. If you feel that it is inappropriate to provide input for someone who asks, you should discuss the matter with his/her manager/team leader. If you receive too many requests (up to 8 would generally be considered reasonable), you will accept only those for which you consider your feedback would be the most valuable.

Guidelines on writing "360 degree feedback"

360 degree feedback is an integral part of the personal review process. It is designed to provide each individual with facts on how they are received by others as well as the impact of their behaviour.

This feedback should be provided in an open and non-threatening way and provide the receiver with relevant

information on how his/her behaviour could be improved.

When considering what feedback to give, think about giving positive feedback to the individual concerned and how you would react to similar messages.

COOPERATION BETWEEN NATIONAL YOUTH PROGRAMME AND ADULT RESOURCES TEAMS

Some associations find it difficult to manage a good cooperation between the Youth Programme and Adult Resources teams. Such problems are mainly due to the changing priorities of the association. If, for example, an association decides to review its Youth Programme, most of the association's resources will go to this project whereas the Adult Resources team will be left with no funds or development tasks. The association's next project may be a review of the training system in which case the problem will only be transferred to the Youth Programme team.

Most of these problems will be solved when the project is well designed and includes areas in which the Adult Resources team must contribute to a Youth Programme project and vice versa.

It is important for the Adult Resources team to be involved when a programme is revised. In this case, it will be able to assist the Youth Programme team in developing new job descriptions and ideal profiles for the leaders who will have to implement the programme. The Adult Resources team also needs to be involved in the dissemination of the new programme. If the training is not amended to fit changes in the new programme sector, the programme will not be implemented properly.

The Adult Resources team should perceive itself as one of the services supporting the implementation of the educational proposal that an association makes to young people.

EVALUATION

According to the evaluation made by participants, this event met the needs expressed by National Scout Associations. There is a strong demand for follow-up in the form of sub-regional events, workshops and/or similar events in the future, possibly in 2001. Participants and organisers thanked the Maltese Scouts for their outstanding welcome, hospitality and for the logistical support they extended to all throughout the event. Results of the Forum were shared with each participant on a computer diskette and are available on the European Scout Region's web site.

The Forum on Youth Programme and Adult Resources proved the usefulness of bringing together a large number of participants in the fields of Youth Programme and Adult Resources management to develop educational methods together. This helped the National Programme Teams to understand the links between adult training and programme dissemination. At the same time the National Adult Resources teams reached a better understanding of the need to adapt training and support to the current programme and to constantly update the content of the training and support provided.

FOLLOW-UP

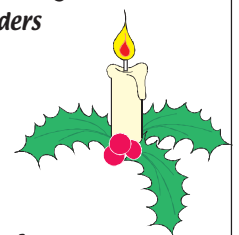
Based on the experience gained at the Forum in Malta, the European Scout Region will organise a number of events where Youth Programme and Adult Resources Management representatives will be invited together. The European Scout Region is preparing sub-regional events, where associations can get "tailor-made" assistance to build new relationship networks and develop projects with other associations.

All documents which were produced during and after the Forum are available on the European Scout Region's web site. Using the web site enables participants to remain in contact after the event and to follow up on the work done at the Forum. Following the Forum, we had approximately 50 visits per day to the Forum web site. Documents are still available on: www.scout.org/europe/sp/ar/forum99.html

The European Scout Region will continue to run big events for a large number of participants. These will allow members of national teams to participate and gain a broad overview of the elements of Youth Programme development and Adult Resources management, or to choose a more specific topic on which to work in depth.

All those who, one way or another, contribute to the production of "Information Exchange"

present the readers their very best wishes and Season's Greetings.



Merry Christmas and Happy New Year!