

INFORMATION EXCHANGE

Presented by the Adult Resources Service
World Scout Bureau
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JOB ANALYSIS AND DESIGN

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Acquisition of adult resources is an essential phase of the Adult Resources Policy. People should be recruited for a specific job and any job is more than a collection of tasks and duties. How well jobs are designed will lead to success and even survival of Associations.

A database that includes details of the Scout Association's jobs and plans to fill them is important for proper recruitment and selection of the needed leaders. The process of identifying the different jobs and collecting information about the tasks, responsibilities and requirements of each job is called *job analysis*. Information can be collected through questionnaires, interviews with leaders or experts, observations or a combination of all tools. This analysis should be the task of the Adult Resources or Recruitment Committee.

Based on the job analysis, the Association may eliminate unneeded job requirements that can cause discrimination or unequal opportunities for women and men; discover job elements that help or hinder the quality of work; redesign certain job descriptions or set realistic performance standards.

The available information will be used for designing a job; and transformed into *a job description, job specifications and job performance standards*. A job description is a written statement that explains the duties, working conditions and other aspects of a specified job. One approach is to write a narrative description. Another way is to break down the description into several parts:

- Job identification that includes the job title, term, location and supervisor;
- Job summary to tell what the job is, how it is done and why;
- Job duties to be listed in an action-oriented style;
- Working conditions: working

hours, safety hazards, travel requirements etc and

- Date of designing and approving the description and who prepared and approved it.

Job specification describes the job demands on the jobholders. It is a profile of human skills and characteristics needed by the leader including education, experience, communication skills, the ability to meet physical and mental demands and linguistic as well as cultural familiarity for international tasks.

Job specifications could be a separate document or included in the job description form.

The third part of a job description is the job performance standards. These standards serve two functions.

First, they are targets for leaders. Once standards are met, adults may feel a sense of accomplishment, which contributes to their satisfaction.

Second, standards are criteria for performance appraisal. The results of measuring actual against standard performance may lead to redesigning the job.

The following example of a job description is based on an Arab Regional office design for Scout Association jobs.

JOB DESCRIPTION

Title: International Commissioner

Term: 4 years

Location: Headquarters

Supervisor: Chief Scout

Job Summary:

- Promotes relations with other Scout Associations as well as youth organisations and participates in Regional and World events.

Job Duties:

- Organises the International Relations Committee and its regular meetings.
- Qualifies two assistant International Commissioners.
- Follows activities of foreign scouts in his country.

- Promotes relationships with other Scout Associations.
- Encourages twinning agreements.
- Develops relations with other youth and related organisations.
- Selects and prepares scout delegates to international events.

Working Conditions:

- Works in a modern office.
- Resources and support materials are available.
- Field activities are scheduled according to the plan of the International Relations Committee.

Specifications/Ideal Profile:

Education

- College degree required.

Experience

- At least one year as a member of the International Relations Committee.
- Attending at least one international scout event.

Communication

- Able to communicate effectively with different levels of leadership.
- Demonstrate oral and written abilities to communicate in at least one foreign language.

Other Qualities

- Enthusiastic.
- Accepts the movement's principles.
- Able to set up relationships with others.
- Has the time to fulfill the tasks.

Performance standards

It is expected he will:

- Qualify two Assistants during the first two years of his term.
- Establish two twinning agreements per year.
- Design two projects with other youth organisations during his term.
- Participate in one international event per year.
- Achieve a high participation rate (more than 80%) of Scouts in Regional and World events conducted during his term.

(continue overleaf)

Another example of a Job Description comes from Scouts Australia.

SCOUT LEADER

Responsible to: Group Leader

Broad objectives:

- To promote Scout activities at Group/local level.
- To strongly encourage progression of Scouts into the Venturer Scouts.
- To encourage and facilitate the development of each individual in the Troop.

Functions:

- To set a high standard of behaviour through personal example and encouragement.
- To establish and maintain the operation of the Patrol System in the Troop.
- To encourage, instruct and guide the patrol leaders in their responsibilities.
- Ensure the effective functioning of the Troop Council.
- To provide or arrange the instruction, assistance and examination of Scouts in skills appropriate to the programme of the Troop and its Patrols, especially in topics and skills appropriate to the Award Scheme.
- In co-operation with the Patrol leaders to plan and organise and conduct the Troop programme including Troop meetings, weekend and other activities, Troop and Patrol Camps, hikes and visits.
- To ensure adequate adult supervision of all activities.
- To establish and maintain friendly relationships with parents, involving them, where appropriate, in the Troop's activities and explain the principles of the Association and the reasons behind the programmes.
- To ensure that all Assistant Scout Leaders have and discharge specific responsibilities in the various aspects of the Troop's programme and involve them as important members of the leadership team.
- To enhance the personal growth and development, physically, intellectually, socially, emotionally and spiritually of the Scouts by encouraging their participation in challenging activities, their progress in the Award scheme and the taking up of leadership opportunities.
- To ensure a high degree of co-operation with the Cub Scout and Venturer Scout Sections and encourage individual's progress through all sections.
- To develop an understanding and knowledge of all Sections.
- To support all District/Area/Region run activities relevant to the Scout Section.
- To attend and actively participate in the following meetings:
 - Meetings and activities of the Troop.

- Troop programme-planning meetings
- Group Council Meetings
- District Training Meetings
- Other planning meetings.
- To ensure that adequate and correct records are kept in relation to Troop membership, finance and equipment.
- To ensure that the Youth membership details are forwarded to the Venturer Scout Section at the advancement ceremony.
- Through the Group Council and at other appropriate times or, as the need arises, to keep the Group leader informed of all matters relevant to the Troop.
- To ensure correct administration of Troop activities in accordance with Association and Branch policies, particularly in the obtaining permission and authority for various outdoor activities.
- To ensure maintenance of Troop equipment.

Requirements

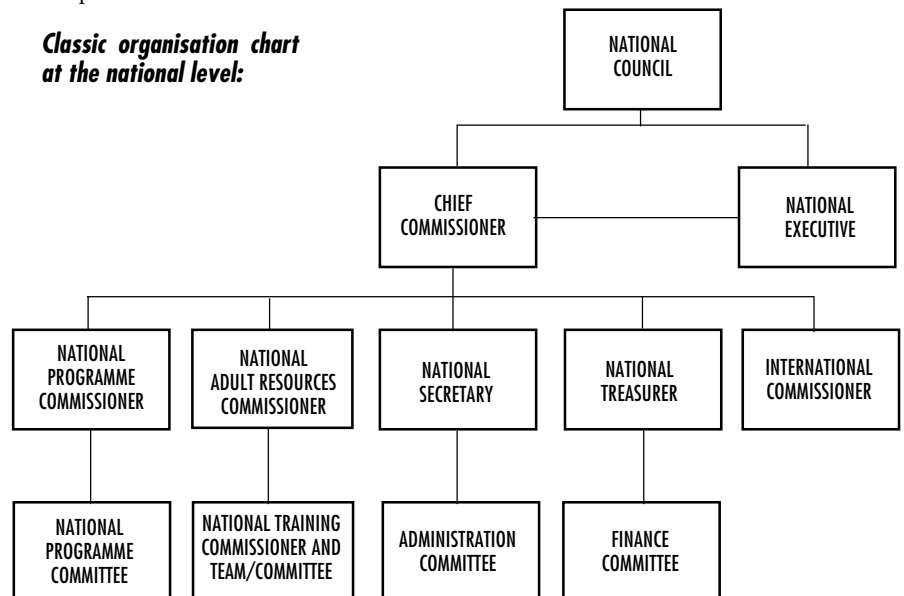
- Enthusiastic and able to motivate young people and adults.
- Have a strong commitment to the Scout Section.
- Ability to communicate with young people and adults.
- Be prepared to complete all modules of the Leader of Youth Development Programme (Woodbadge).
- Be prepared to share leadership and develop other Leaders.

MANAGEMENT OF THE ASSOCIATION

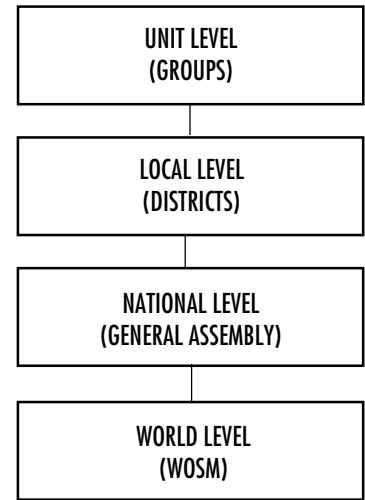
Submitted by Kirsty Brown, Chairman World Adult Resources Committee

A national Scout Association should try to keep its structure and organisation simple. This makes it easier to understand who is responsible for what, and to keep the lines of communication within the association open.

Classic organisation chart at the national level:



The overall organisation of the association may look like this:



A classic organisation chart at the national level of a Scout Association would include the following (see chart below).

Chief Commissioner with Executive Board

The Chief Commissioner is responsible for the overall leadership and management of the Association. He/she is the senior volunteer in the Association. The Chief Commissioner is usually elected or appointed by the General Assembly of the Association. Ideally he/she should serve for a specified time of initially 3 years and renewed for a total of 5 or 6 years. The Chief Commissioner will usually chair the meetings of the Executive Board although in some Associations a National Chairman is appointed to carry out this task. High on the list of Management priorities of the Chief Commissioner and the Executive Board is the need for planning, both strategic and tactical. Short, medium and long term plans for the development and growth of the Association are essential for success.

(To be followed with next issue)