

INFORMATION EXCHANGE

Presented by the Adult Resources Service
World Scout Bureau
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Continuation from No. 33

MANAGEMENT OF THE ASSOCIATION

Submitted by Kirsty BROWN, Chairman,
World Adult Resources Committee

Youth Program

The National Program Commissioner with the National Program Committee

The National Program Commissioner with the National Program Committee is responsible for the development and delivery of an effective Youth Program that achieves the purpose of Scouting.

Youth Program is the totality of what young people do in Scouting (the activities), how it is done (the Scout method) and the reason why it is done (the purpose).

Program development is the process of regularly reappraising and adjusting the Youth Program of a national Scout Association to suit the changing needs and aspirations of young people and their society and thus improve its quality.

The Youth Program function includes responsibility for specialised aspects of Scouting, such as community development, environmental education etc.

The National Adult Resources Committee

This committee has a key role to play in all Associations and is chaired by the Chief Commissioner. The National Training Commissioner MUST be a member of this committee.

This committee is responsible for ensuring that the World Adult Resources Policy is implemented in its entirety in each Association. In order to fulfil its mission each National Scout Association should have the adult leadership it needs to develop and function effectively. To build these resources and maintain them at an optimum level in terms of quality and quantity, the Association must have a clear view of its needs and undertake deliberate recruitment activities.

This committee is responsible for ensuring that the following are included as part of the National Policies:

- Assessment of Needs
- Recruitment
- Mutual Agreement
- Appointments for a fixed 3 year term
- Training and personal Development
- Decisions for the future: renewal, reappointment or retirement.

Training and Personal Development

The National Training Commissioner and the National Training Committee are responsible for the Adult Leader Training function in a National Association in conjunction with the National Adult Resources Committee.

This involves planning and implementing the training pattern for unit leaders, leaders of adults and trainers in the Association.

The training pattern for adult leaders must be designed to help them develop the competencies required to be effective in their work in the Association. All adults in Scouting should be expected to participate in training in order to develop competence in their role.

Administration

The National Secretary

The National Secretary is usually responsible for all administrative matters in the Association. This includes such specialised functions as public relations, internal and external communications, legal matters etc.

Specific responsibilities include:

- Organising an annual meeting of the General Assembly in accordance with the Constitution of the Association.
- Production of the Annual Report.
- Preparing, in consultation with the Chief Commissioner, agendas and minutes of meetings of the Executive Board and the General Assembly.

- Preparing and keeping up to date a reference document on policies and rules of the Association.
- Public relations with a view to enhancing the image of the Association and encouraging growth.
- All questions related to adherence to the laws of the country.
- All matters related to property and liability insurance.

Finance

The National Treasurer (with the Finance Committee)

The National Treasurer is responsible for all financial affairs of the Association. This includes preparing an annual budget for the Association; managing the financial accounts including bank accounts and investments; producing the annual statement of accounts and having these audited; presentation of the audited accounts to the General Assembly for adoption and fundraising.

A National Scout Association will usually raise funds through payment of a small annual subscription by members; donations by individuals, companies or government; and through special fundraising activities.

A Finance Committee may be established to work with the Treasurer in carrying out responsibilities associated with the finance function of the Association.

International

The International Commissioner

The function of the International Commissioner is to develop links with other national Scout Associations and to maintain regular contact with WOSM.

The responsibilities of the International Commissioner also include promoting program and adult resources activities including training that lead to a greater international understanding among other members of the Movement.

(continue overleaf)

Professional Support**National Executive and his/her staff**

The National Executive is a professional position, whose function is to provide support to the national level volunteers. He/she is accountable to the Chief Commissioner of the Association.

The role of professionals in a volunteer movement is a special one. Developing a proper relationship between professionals and volunteers, based on mutual respect and on acceptance of responsibility, is the key to effective management of the Association.

The National Executive's duties usually involve the day to day management and direction of the affairs of the Association in accordance with general policies laid down by the General Assembly or Executive Board. The National Executive will usually act as an executive secretary to these bodies.

The National Executive is also responsible for the running of National Headquarters and supervising the activities of any other professional staff.

General Assembly

The Constitution of a National Scout Association will normally include provision for an annual meeting of a General Assembly of the Association. The General Assembly usually comprises representatives from all levels of the Association as well as elected or appointed officers.

The General Assembly is responsible for setting the policy of the Association. It will consider the Annual Report of the Association and the audited financial statements, elect or appoint officers of the Association until the next meeting.

Executive Board

The Executive Board might comprise all of the positions shown in Diagram 1 (see n°33). The Executive Board is responsible for the implementation of the policies of the Association through the development of plans and procedures, and for administering the affairs of the Association between meetings of the annual General Assembly to which it is responsible.

Chief Scout

A National Scout Association may choose to appoint a Chief Scout. This is usually an honorary position (a courtesy title) and the responsibilities vary considerably within each National Scout Association. This appointment may include the Head of State e.g. President, Queen/King, Governor, etc.

ADULTS IN SCOUTING IN AFRICA.

Submitted by Goodenough DLAMINI,
South Africa, Member, World Adult
Resources Committee

The Chief Scout of South Africa and members of the National Adult Resources Committee held a workshop where they came up with the attached information which is being shared with other member countries of the Africa Region:

- A change in concept from training of adult leaders exclusively, to the human resources management of all adults in all positions.
- After establishing a list of functions, assess short and medium term adult requirements.
- Recruit adults for tasks, not for positions.
- Negotiate a mutual agreement. The rights and obligations, needs and expectations, of the association and the individual need to be clarified and accepted by both parties.
- Responsibility for appointing adults is extended to all parties, as authorised by the association.
- Term of appointment has specified, negotiated duration.
- Any conditions for and restrictions on the renewal of a given function should be stipulated.
- Training is extended to all functions.
- Personal development of adults is explicitly included in training.
- Through a flexible training programme, previous skills and experience are taken into account.
- A systematic integration period is required, to include understanding of the function and need for training in it, together with the necessary techniques.
- The purpose of training adults is to provide them with the means of making a significant contribution to the accomplishment of the mission.
- A training system for all functions will include all competencies needed for these functions, together with the personal development of these adults.
- Training system must be flexible and allow easy access.
- A broad participation of adults in the provision of training.
- Need for training skills development.
- Training co-ordination and identification of training teams.

- Use of outside resources in specialised areas.
- No specified roles of Leader Trainers and Assistant Leader Trainers.
- All adults must receive direct support.
- Qualification based on demonstrated and currently used competence.
- Use of beads as recognition insignia is optional.
- Emphasis on networking rather than hierarchical and linear systems.
- Task appraisal, to assess the extent that objectives are being met, is a regular element in Adults in Scouting management.
- Training needed in interviewing skills.
- Need to develop more co-operative attitudes amongst leaders and commissioners.
- Need for new structures for the acquisition of resources, training and personal development, and Human Resources management. These structures should include young adults.
- Establishment of a network of adults involved in all aspects of adult resources management (including training).

SITUATIONAL ANALYSIS OF SCOUTING IN AFRICA**Policy and Concept: Adults in Scouting****Strengths**

- Scouting offers a good product
- For each child at least one parent = resource pool.
- International image of Movement.
- Fellowship/friendship.
- Have programme which is workable (can be improved).
- Includes women and girls.
- Have leader training (can be improved).
- Willingness to transform.
- International framework & support to draw on.
- Improving government support.
- OAU Prime Ministers' support.
- School system & link to Movement.
- Proven track record in youth education.
- Pool of ex-Scouts.
- Loyalty of current members.
- Opportunities for personal development - upgrading skills - new skills.
- Community service.

(To be followed with next issue)