

INFORMATION EXCHANGE

Presented by the Adult Resources Service
World Scout Bureau
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WORLD ADULT RESOURCES COMMITTEE REPORTS TO WORLD CONFERENCE

The World Adult Resources Committee submitted a report on the implementation of the World Adult Resources Policy, after six years of implementation.

INTRODUCTION (by Christos Lygeros)

The World Adult Resources Committee was created as part of the Adult Resources Policy adopted by the 33rd World Scout Conference in 1993. Between the 33rd and 34th World Scout Conferences, the Committee was actively involved in promoting the Policy and working on practical aspects of the Life Cycle of an Adult in Scouting such as: proactive recruitment for a job, the negotiation of a mutual agreement between an adult and a Scout association, the concept of a set term of office.

The Committee has also been actively involved in the preparation of tools to help associations implement the policy.

For the next triennium new members were recruited to form a new committee of five members only: Kirsty Brown (Australia), Mahmoud Omar (Egypt), John de Guzman (Philippines), Maimu Nõmmik (Estonia) and myself, Christos Lygeros (Greece) as Chairman.

All have been recruited on the basis of their personal experience and expertise in the management of Adult Resources. The Committee reviewed its role and identified the most effective methods of achieving it. New terms of reference were developed and adopted by the World Scout Committee. The objectives for the triennium 1996-1999 were:

- To contribute to the policy document on Equal Opportunities for Adults in Scouting,
- To support the implementation of the Adult Resources Policy with the publication of documents to be used by National Associations:
 - The *Management Handbook* has now been completed. The last section, N°7, will be circulated next month.
 - *Information Exchange* has been revived in a simpler and shorter form and 21 issues have been circulated through Scoutpak.
 - A new *Adult Resources Handbook* will be available in the latter part of the year.

- To evaluate progress and report to the World Scout Conference, the Committee carried out a series of interviews. The findings will be presented later in this report.

- To increase the involvement of Executives in charge of Adult Resources at Regional level, a meeting of Executives and WARC members took place in October 1997. This was a very successful meeting.

OVERVIEW OF "ADULTS IN SCOUTING" AND THE ADULT RESOURCES POLICY (by Kirsty Brown)

Background

Scouting is an educational movement for young people. Adults are there to support the effective delivery of the Youth Programme so that people who join will enjoy, develop and remain in Scouts.

The principles of "*Adults in Scouting*" were adopted by the 32nd World Scout Conference in Paris (1990). Based on them, a policy was formulated which was formally adopted in Bangkok (1993). It became WOSM's official "*World Adult Resources Policy*" and replaced the former "*World Training Policy*".

"Adults in Scouting" is a systematic program of adult resources management to produce better programmes for young people and more efficiently managed organisations. "Adults in Scouting" covers the entire process of attracting, supporting and developing adult members of the Scout Movement to provide competent leadership for the benefit of young people. "Adults in Scouting" provides for the personal growth and development of adults in all positions in the Scout Movement.

Also in 1993, a new "*World Adult Resources Committee*" was appointed. At the 34th World Scout Conference, this Committee was reorganized into a smaller working committee.

The Adult Resources Policy includes the acquisition of Adult Resources to an optimum level in terms of quality and quantity.

World Adult Resources Policy

Many associations have implemented the Adult Resources Policy from national to local level. There has been

a need to update or re-write their policy, organisation and rules or equivalent rulebooks.

To a large extent, the success of any association depends on the action of adult leaders. For example, when introducing the life cycle of an adult in the Movement. Associations have had to look carefully at the meaning of the three phases. The feedback has been that for most associations the priorities have been:

- *Seeking and recruiting the necessary leaders.* This has proved an excellent way to commence implementing "Adults in Scouting" in a National Scout Association. Defining all the functions which are to be carried out by adults, in clear job descriptions, identifying the competencies required to carry out those functions, from the basis of assessment of needs for training purposes. NSOs are pro-active in systematic adults recruitment for the specific job description required. The writing of a Mutual Agreement and the appointment has been another challenge. The adult agrees to fulfil the functions of the role for a negotiated term, e.g. three years. The NSOs have agreed to provide support and training to the adult.

- *Integration, training and support to ensure successful action.* The adults are supported during their early appointment period, so that they clearly understand their functions and the need to gain the competencies for his/her role. A number of associations have seen the need to update and modernise an excellent training system that is competency based and flexible in its methods of delivery. Some NSO's are promoting more effectively to the community the personal development available to adults through Scouting's excellent training programmes. A number have gained Government recognition of these programmes equal to tertiary education offered through colleges and universities.

- *Mobile leaders within a flexible system (the decision for the future).* Based on fair and open review of task or goal achievement and the commitment to a future role as an adult in Scouting, a conscious decision is being made in many associations between the adult and his/her mentor, (continue overleaf)

to renew his/her ongoing appointment, to reassign to a new, agreed role or retire with honour. This concept has been extremely challenging for the Asia-Pacific Region for example, where loss of face and revering elders is culturally strong. It is very pleasing to note that 75% of that Region has addressed and introduced the World Adult Resources Policy in its entirety for the betterment of its young people.

- The amount of resource literature that has been printed throughout the world on these topics,
- The new feelings in many associations of being welcomed, wanted and involved,
- The updating of many Adult Award Recognition systems,
- New flexible, modular, up-to-date Training Programmes which include Personal Development as well as Scouting Skills,
- Careful selection of adult leaders: the signing of codes of Conduct,
- The establishment of *National Adult Resources Committees*. Establishing a National Adult Resources Committee has been slow in implementation. Some associations struggled with the need to have a National Commissioner for Adult Resources. Those that appear the most successful are those that have appointed the Chief Commissioner / Chief Scout as a Chairman of the NARC and have a small committee to look nationally at Adult Resources in the Association. The Committee works as an Advisory body to the National Executive Committee. Its members need to be from different backgrounds such as Management, Youth Programme, Training and Human Resources Management.

These committees include some key uniformed Commissioners and some non-uniformed personnel such as chairmen and administrators. Members are appointed by the National Executive Committee in consultation with individuals for an agreed term. This way, all aspects of the Life Cycle are kept in balance.

- At local level, some of the key results have been:
 - the empowerment of leaders to recruit and appoint, retire, reassign and reappoint adults and
 - the ability to listen to what leaders are saying they need help with and being provided with that help.

A challenge for World Scouting in the new millennium is how to better bring adults and young people together in a rich learning partnership. This will ensure that the adult in Scouting facilitates the development of each young person through presenting what Scouting can offer, how it works and what is expected in return.

INTERVIEWS

(Presentation by Maimu Nõmmik)

In order to gain understanding of the level of implementation of the "World Adult Resources Policy", the Committee conducted interviews with adult leaders in 12 countries within the European, Asia-Pacific and Arab Regions. 32 people were interviewed (29 males and 3 females). Questions were related to the implementation of the Policy in their association, and to how it had affected them.

Recruitment of adults is usually done through publicity in the community between parents and among school teachers and Scout members. A variety of methods is used from posters and newspapers to word of mouth. Some associations do not advertise. In some, a systematic approach is used: define the job that needs to be done, identify the skills and qualities needed, generate a list of who can do the job, target the best choice, ask someone to help you, offer support and welcome new adults into Scouting.

In one of the associations, recruitment is done on a seniority basis, while in another there is no plan for recruitment of adults. Appointment is often through the National Office or by the school principals. Elections are also held. Some associations have a process of performing background before the Mutual Agreement is prepared; others require successful attendance of a training course. Personal motivation is usually not recognised at the time of recruitment.

Some associations have a set of job descriptions, others do not use them, even if they have them.

The people interviewed were Unit Leaders, Commissioners, Leader Trainers, National Commissioners for Training or Adult Development and Administrators. Two were paid staff. Most of the interviewees were appointed as leaders after completion of Venturer Scouts or Rover Sections. Others came from a variety of backgrounds: parents, teachers, former guides.

The system of lateral transfer is not applied in all associations, however, all the interviewees considered it a good, positive system which supports a Scout career.

When asked if mentioning being a Scout while searching for employment would help, some stated that members of the Scout Movement are known for being active and disciplined. Others stated that Scouts are not fully recognised in their society.

It was found that associations are having problems in recruiting volunteers due to the low value that society places on volunteerism. Some of them think that it is a big problem facing the Scout Movement. Some

associations have problems retaining leaders due to these attitudes.

Systematic and flexible training is not yet available in associations. In a few countries, flexibility and recognition of external skills are taken into account. Approximately half of those interviewed did agree:

- that a flexible and systematic training scheme was available,
- that Scouting is an informal form of education, aimed at developing young people, or a form of "training for life" which supplements formal education.

This was understood by most, though it is a difficult concept in some cultures. Since the introduction of "Adults in Scouting", it was felt that the relationship between adults and young people in Scouting had improved. Discussion, openness, flexibility and mutual respect play an important role.

Most of the respondents felt that they received suitable recognition and support from their association. Female leaders felt that they were offered limited chances. In some associations, mentors have been assigned. Most of the respondents have no support person assigned to them. In many associations, there is no fixed term of office or a systematic review. Where there are fixed terms, they are often automatically renewed. Responses from the different regions were all similar and so, even with the small sample size, we feel that this gives a good overview of the implementation of "Adults in Scouting". However, it was also decided that a more comprehensive survey would follow. This will be conducted here, at the World Scout Conference.

CLOSING (by Christos Lygeros)

Through our presentation, we believe that we have given you a broad picture of the implementation of Adults in Scouting Policy around the world. As the interviews presented were only a small sample, it has supplemented the regular feedback that NSOs supply to the Committee. As you leave the hall today, please collect a questionnaire to be completed and returned to the boxes provided. This will help the next Committee set directions for the next triennium.

At this Conference, we all have to work on the development and acceptance of a Mission Statement for Scouting. Having in mind the Mission Statement and the priorities of Scouting, adults remain the key element of our Movement, because they have the responsibility to develop and review, deliver and implement the Youth Programme to achieve the educational purpose of Scouting.

For that reason it is important that we continue working in the same direction, attracting, training, supporting, evaluating and motivating the adults we need.